

AMENDMENT NO. 1

WHEREAS, Suffolk County Community College (“College”) and Academic Search, Inc. (“Contractor”) entered into an Agreement on May 12, 2017 wherein Contractor agreed to provide executive search consulting services for Suffolk County Community College (“Services”); and

WHEREAS, the College desires to extend the Agreement for an additional one (1) year upon the same terms, conditions and cost as the original Agreement, and to supplement certain provisions thereof.

NOW, THEREFORE, it is mutually understood and agreed by and between the parties hereto as follows:

- 1) The Agreement shall be extended for one (1) year beginning **May 1, 2018 through April 30, 2019;**
- 2) The certificate of liability insurance to be provided to the College, as required by paragraph 4 of the Agreement, shall make reference to the above-indicated Contract No. and Project Name;
- 3) **College’s Non-Discrimination Notice**

Suffolk County Community College does not discriminate on the basis of race, color, religion, creed, sex, age, marital status, gender identity or expression, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, equal pay compensation-sex, national origin, military or veteran status, domestic violence victim status, criminal conviction or disability in its admissions, programs and activities, or employment. This applies to all employees, students, applicants or other members of the College community (including, but not limited to, vendors and visitors). Grievance procedures are available to interested persons by contacting either of the Civil Rights Compliance Officers/Coordinators listed below and are located at www.sunysuffolk.edu/nondiscrimination. Retaliation against a person who files a complaint, serves as a witness, or assists or participates in the investigation of a complaint in any manner is strictly prohibited.

The following persons have been designated to handle inquiries regarding the College’s non-discrimination policies:

Civil Rights Compliance Officers:

Christina Vargas
Chief Diversity Officer/Title IX Coordinator
Ammerman Campus, NFL Bldg., Suite 230
533 College Road, Selden, New York 11784
vargasc@sunysuffolk.edu
(631) 451-4950

or

Dionne Walker-Belgrave
Affirmative Action Officer/Deputy Title IX Coordinator
Ammerman Campus, NFL Bldg., Suite 230
533 College Road, Selden, New York 11784
walkerd@sunysuffolk.edu
(631) 451-4051;

- 4) All other terms and conditions of the original Agreement not inconsistent herewith shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Amendment as of the latest date written below.

Academic Search, Inc.
FID # 20-5120646

Suffolk County Community College

By: Shawn Hartman
Jessica S. Kozloff, Ph.D. ~~President~~ Shawn M. Hartman
VP/COO

By: Louis J. Petrizzo
Dr. Shaun L. McKay ~~E.V. President~~ Louis J. Petrizzo

Date: _____

Date: 04/12/18

Approved as to Legality:
Suffolk County Community College

Approved:
Suffolk County Community College

By: Alicia S. O'Connor
Louis J. Petrizzo ALICIA S. O'CONNOR
Asst. Deputy College General Counsel - Executive V.P.

By: Gail Vizzini
Gail Vizzini
Vice President for Business and
and Financial Affairs

Date: 4/12/18

Date: 4-12-18

CONSULTING SERVICES AGREEMENT

This Agreement ("Agreement") is between **Suffolk County Community College ("College")**, having its principal office at 533 College Road, Selden, New York 11784-2899, a chartered community college (pursuant to New York State Education Law) under the sponsorship of the **County of Suffolk ("County")**, a municipal corporation of the State of New York, and

Academic Search, Inc. ("Contractor"), a Delaware corporation having its principal place of business at 1015 18th Street NW, Suite 510, Washington, DC 20036.

The parties hereto desire for Contractor to provide executive search consulting services for Suffolk County Community College ("**Services**").

Term of Agreement: May 1, 2017 through April 30, 2018, with four (4) additional options to renew at the sole and absolute discretion of the College.

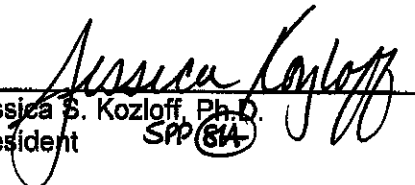
Total Cost of Agreement: In accordance with the Fee Schedule set forth herein at Exhibit E, page 22.

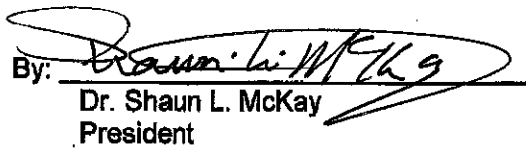
Terms and Conditions: Set forth in Exhibits A through G, attached hereto and made a part of this Agreement.

In Witness Whereof, the parties hereto have executed this Agreement as of the latest date written below.

Academic Search, Inc.
FID # 20-5120646

Suffolk County Community College

By: 
Jessica B. Kozloff, Ph.D.
President SPP 614

By: 
Dr. Shaun L. McKay
President

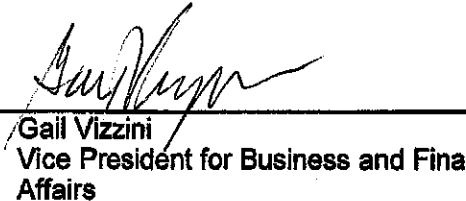
Date: 5/9/2017

Date: 5/12/17

Approved as to Legality:
Suffolk County Community College

Approved:
Suffolk County Community College

By: 
Louis J. Petrizzo
College General Counsel

By: 
Gail Vizzini
Vice President for Business and Financial Affairs

Date: 05/11/17

Date: 5/11/17

List of Exhibits

Exhibit A

General Terms and Conditions

1. Contractor Responsibilities
2. Term and Termination
3. Indemnification
4. Insurance
5. Independent Contractor
6. Severability
7. Merger; No Oral Changes
8. Set-Off Rights
9. Non-Discrimination in Services
10. Nonsectarian Declaration
11. Governing Law
12. No Implied Waiver
13. Conflicts of Interest
14. Cooperation on Claims
15. Confidentiality
16. Assignment and Subcontracting
17. No Intended Third-Party Beneficiaries
18. Certification as to Relationships
19. Publications and Publicity
20. Copyrights and Patents

Exhibit B

Suffolk County Legislative Requirements

1. Contractor's/Vendor's Public Disclosure Statement
2. Living Wage Law
3. Use of County Resources to Interfere with Collective Bargaining Activities
Local Law No. 26-2003
4. Lawful Hiring of Employees Law
5. Gratuities
6. Prohibition Against Contracting with Corporations that Reincorporate Overseas
7. Child Sexual Abuse Reporting Policy
8. Non Responsible Bidder
9. Use of Funds in Prosecution of Civil Actions Prohibited
10. Suffolk County Local Laws

**Exhibit C
Notices and Contact Persons**

1. Notices Relating to Payments, Reports, or Other Submissions
2. Notices Relating to Insurance
3. Notices Relating to Termination and/or Litigation

**Exhibit D
Description of Services**

**Exhibit E
Payment Terms and Conditions**

1. General Payment Terms
2. Agreement Subject to Appropriation of Funds
3. Limit of College's Obligations
4. Specific Payment Terms and Conditions

**Exhibit F
College's Request for Proposals**

**Exhibit G
Contractor's Proposal**

Exhibit A
General Terms and Conditions

Whereas, the College issued a Request for Proposals ("RFP"), which was advertised on March 23, 2017; and

Whereas, the Contractor submitted a proposal in response to such RFP on April 6, 2017; and

Whereas, the College has selected the Contractor to provide the services as set forth herein; and

Now, therefore, in consideration of the mutual provisions and covenants hereafter set forth, the parties hereto agree as follows:

1. Contractor Responsibilities

a. Services

Contractor shall provide the Services described in Exhibit D, entitled "Description of Services."

b. Qualifications and Licenses

To the extent applicable, Contractor specifically represents and warrants that it has and shall possess, and that, to the extent applicable, its employees, agents and subcontractors have and shall possess, the required education, knowledge, experience and character necessary to qualify them individually for the particular duties they perform and that Contractor has and shall have, and, to the extent applicable, its employees, agents and subcontractors have and shall have, all required authorizations, certificates, certifications, registrations, licenses, permits or other approvals required by the State, County or other authorities for the Services provided.

2. Term and Termination

a. Term

This Agreement shall cover the period set forth on page one of this Agreement, unless sooner terminated as provided below. Upon receipt of a Termination Notice, as that term is defined below, Contractor shall promptly discontinue all Services affected, unless otherwise directed by the Termination Notice.

b. Termination for Cause

- i.** A failure to maintain the amount and types of insurance required by this Agreement may result in immediate termination of this Agreement, in the sole discretion of the College.
- ii.** Failure to comply with federal, state or local laws, rules, regulations, or College or County policies or directives may result in immediate termination of this Agreement, in the sole discretion of the College.
- iii.** If Contractor becomes bankrupt or insolvent or falsifies its records or reports, or misuses its funds from whatever source, the College may terminate this Agreement in whole or in part, effective immediately, or, at its option, effective at a later date specified in the notice of such termination to Contractor.

iv. In the event of a failure on the part of Contractor to observe any of the other terms and conditions of this Agreement, this Agreement may be terminated in whole or in part in writing by the College provided that no such termination shall be effective unless Contractor is given five (5) calendar days' (or longer, at the College's option) written notice of intent to terminate (Notice of Intent to Terminate), delivered in accordance with the Exhibit entitled "Notices and Contact Persons." During such five (5) day period, (or longer, at the College's option) Contractor will be given an opportunity for consultation with the College and an opportunity to cure all failures of its obligations prior to termination by the College. In the event that Contractor has not cured all its failures to fulfill its obligations to the satisfaction of the College by the end of the (5) day period (or longer, at the College's option), the College may issue a written termination notice (Termination Notice), effective immediately.

d. Termination for Emergencies

An emergency or other condition involving possible loss of life, threat to health and safety, destruction of property or other condition deemed to be dangerous, in the sole discretion of the College, may result in immediate termination of this Agreement, in whole or in part.

e. Termination for Convenience

The College shall have the right to terminate this Agreement at any time and for any reason deemed to be in its best interest, provided that no such termination shall be effective unless Contractor is given thirty (30) calendar days' prior written notice (Termination Notice). In such event of termination, the College shall pay Contractor for the services rendered through the date of termination.

f. Payments upon Termination

- i. Upon receiving a Termination Notice, Contractor shall promptly discontinue all services affected unless otherwise directed by the Termination Notice.
- ii. The College shall be released from any and all responsibilities and obligations arising from the services provided in accordance with this Agreement, effective as of the date of termination, but the College shall be responsible for payment of all claims for services provided and costs incurred by Contractor prior to termination of this Agreement, that are pursuant to, and after Contractor's compliance with, the terms and conditions of this Agreement.
- iii. Upon termination, Contractor agrees to promptly reimburse to the College the balance of any funds advanced to Contractor by the College. Upon termination, any funds paid to Contractor by the College which were used by Contractor in a manner that failed to comply with the terms and conditions of this Agreement must be promptly reimbursed. If there is no response or if satisfactory repayments are not made, the College may recoup such payments from any amounts due or becoming due to Contractor from the College under this Agreement or otherwise. The provisions of this subparagraph shall survive the expiration or termination of the Agreement.

3. Indemnification

a. General

Contractor agrees that it shall protect, indemnify and hold harmless the College and/or County and their officers, officials, employees, contractors, agents and other persons from and against all liabilities, fines, penalties, actions, damages, claims, demands, judgments, losses, costs, expenses, suits or actions and reasonable attorneys' fees, arising out of the acts or omissions or the negligence of Contractor in connection with the services described or referred to in this Agreement. Contractor shall defend the College and /or County and their officers, officials, employees, contractors, agents and other persons in any suit, including appeals, or at the College and /or County's option, pay reasonable attorney's fees for defense of any such suit arising out of the acts or omissions or negligence of Contractor, its officers, officials, employees, subcontractors or agents, if any, in connection with the services described or referred to in this Agreement.

b. Federal Copyright Act

Contractor hereby represents and warrants that it will not infringe upon any copyrighted work or material in accordance with the Federal Copyright Act during the performance of this Contract. Furthermore, Contractor agrees that it shall protect, indemnify and hold harmless the College and/or County and their officers, officials, employees, contractors, agents and other persons from and against all liabilities, fines, penalties, actions, damages, claims, demands, judgments, losses, costs, expenses, suits or actions and reasonable attorney's fees, arising out of the acts or omissions or the negligence of Contractor in connection with the services described or referred to in this Agreement. Contractor shall defend the College and/or County and their officers, officials, employees, contractors, agents and other persons in any suit, including appeals, or, at the College and/or County's option, pay reasonable attorney's fees for defense of any such suit arising out of the acts or omissions or negligence of Contractor, its officers, officials, employees, subcontractors, lessees, licensees, invitees or agents, if any, in connection with the services described or referred to in this Agreement.

4. Insurance

a. Contractor agrees to procure, pay the entire premium for and maintain throughout the term of this Agreement, insurance in amounts and types specified by the College and as may be mandated and increased from time to time. Contractor agrees to require that all of its subcontractors, in connection with work performed for Contractor related to this Agreement, procure, pay the entire premium for and maintain throughout the term of this Agreement insurance in amounts and types equal to that specified by the College for Contractor. Unless otherwise specified by the College and agreed to by Contractor, in writing, such insurance shall be as follows:

- i. Commercial General Liability** insurance, including contractual liability coverage, in an amount not less than Two Million Dollars (\$2,000,000.00) per occurrence for bodily injury and Two Million Dollars (\$2,000,000.00) per occurrence for property damage.
- ii. Automobile Liability** insurance (if any vehicles are used by Contractor in the performance of this Agreement) in an amount not less than Five Hundred Thousand Dollars (\$500,000.00) per person, per accident, for bodily injury and not less than One Hundred Thousand Dollars (\$100,000.00) for property damage per occurrence.

iii. **Worker's Compensation and Employer's Liability** insurance in compliance with all applicable New York State laws and regulations and **Disability Benefits** insurance, if required by law. Contractor shall furnish to the College, prior to its execution of this Agreement, the documentation required by the State of New York Workers' Compensation Board of coverage or exemption from coverage pursuant to §§57 and 220 of the Workers' Compensation Law. In accordance with General Municipal Law §108, this Agreement shall be void and of no effect unless Contractor shall provide and maintain coverage during the term of this Agreement for the benefit of such employees as are required to be covered by the provisions of the Workers' Compensation Law.

iv. **Professional Liability** insurance in an amount not less than Two Million Dollars (\$2,000,000.00) on either a per occurrence or claims made coverage basis.

- b. All policies providing such coverage shall be issued by insurance companies with an A.M. Best rating of A- or better.
- c. Contractor shall furnish to the College Declaration Pages for each such policy of insurance and upon request, a true and certified original copy of each such policy, evidencing compliance with the aforesaid insurance requirements. **In the case of commercial general liability insurance, the College and the County of Suffolk shall be named as additional insureds** and Contractor shall furnish a Declaration Page and endorsement page evidencing the College and the County's status as additional insureds on the policy.
- d. Any such Declaration Page, certificate of insurance, policy, endorsement page or other evidence of insurance supplied to the College shall provide for the College and the County of Suffolk to be notified in writing thirty (30) days prior to any cancellation, nonrenewal or material change in the policies. Such Declaration Page, certificate of insurance, policy, endorsement page, other evidence of insurance and any notice of nonrenewal or material change shall be mailed to the College and the County at the addresses set forth in this Agreement in the exhibit entitled "Notices and Contact Persons" or at such other address of which the College and/or the County shall have given Contractor notice in writing.
- e. In the event Contractor shall fail to provide the Declaration Page, certificate of insurance, policy, endorsement page or other evidence of insurance, or fails to maintain any insurance required by this Agreement, the College and/or the County may, but shall not be required to, obtain such policies and deduct the cost thereof from payments due Contractor under this Agreement or any other agreement between the College and/or the County and Contractor.

5. **Independent Contractor**

It is expressly agreed that Contractor's status hereunder is that of an independent contractor. Neither Contractor, nor any person hired by Contractor shall be considered employees of the College and/or the County for any purpose.

6. **Severability**

It is expressly agreed that if any term or provision of this Agreement, or the application thereof to any person or circumstance, shall be held invalid or unenforceable to any extent, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those

as to which it is held invalid or unenforceable, shall not be affected thereby, and every other term and provision of this Agreement shall be valid and shall be enforced to the fullest extent permitted by law.

7. Merger; No Oral Changes

It is expressly agreed that this Agreement represents the entire agreement of the parties and that all previous understandings are merged in this Agreement. No modification of this Agreement shall be valid unless written in the form of an Amendment and executed by both parties.

8. Set-Off Rights

The College shall have all of its common law, equitable, and statutory rights of set-off. These rights shall include, but not be limited to, the College's option to withhold, for the purposes of set-off, any moneys due to Contractor under this contract up to any amounts due and owing to the College with regard to this contract and/or any other contract with the College, including any contract for a term commencing prior to the term of this contract, plus any amounts due and owing to the College for any other reason including, without limitation, tax delinquencies, fee delinquencies or monetary penalties relative thereto. The College shall exercise its set-off rights in accordance with normal College practices including, in cases of set-off pursuant to an audit, the finalization of such audit by the College, its representatives, and only after legal consultation with the College General Counsel.

9. Non-Discrimination in Services

During the performance of this Agreement:

- a. Contractor shall not, on the grounds of race, creed, color, national origin, sex, age, disability, sexual orientation, military status or marital status:
 - i. deny any individual any services or other benefits provided pursuant to this Agreement; or
 - ii. provide any services or other benefits to an individual that are different, or are provided in a different manner, from those provided to others pursuant to this Agreement; or
 - iii. subject an individual to segregation or separate treatment in any matter related to the individual's receipt of any service(s) or other benefits provided pursuant to this Agreement; or
 - iv. restrict an individual in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any services or other benefits provided pursuant to this Agreement; or
 - v. treat an individual differently from others in determining whether or not the individual satisfies any eligibility or other requirements or condition which individuals must meet in order to receive any aid, care, service(s) or other benefits provided pursuant to this Agreement.
- b. Contractor shall not utilize criteria or methods of administration which have the effect of subjecting individuals to discrimination because of their race, creed, color, national origin, sex, age, disability, sexual orientation, military status or marital status, or have the effect of defeating or substantially impairing accomplishment of the objectives of this Agreement in respect to

individuals of a particular race, creed, color, national origin, sex, age, disability, sexual orientation, military status or marital status, in determining:

- i. the types of service(s) or other benefits to be provided, or
- ii. the class of individuals to whom, or the situations in which, such service(s) or other benefits will be provided; or
- iii. the class of individuals to be afforded an opportunity to receive services.

10. Nonsectarian Declaration

Contractor agrees that all services performed under this Agreement are secular in nature, that no funds received pursuant to this Agreement will be used for sectarian purposes or to further the advancement of any religion, and that no services performed under this program will discriminate on the basis of religious belief.

11. Governing Law

This Agreement shall be governed by and construed in accordance with the laws of the State of New York, without regard to conflict of laws. Venues shall be designated in Suffolk County, New York or the United States District Court for the Eastern District of New York.

12. No Implied Waiver

No waiver shall be inferred from any failure or forbearance of the College to enforce any provision of this Agreement in any particular instance or instances, but the same shall otherwise remain in full force and effect notwithstanding any such failure or forbearance.

13. Conflicts of Interest

- a. Contractor agrees that it will not during the term of this Agreement engage in any activity that is contrary to and/or in conflict with the goals and purposes of the College and/or the County.
- b. Contractor is charged with the duty to disclose to the College and/or the County the existence of any such adverse interests, whether existing or potential. This duty shall continue so long as Contractor is retained on behalf of the College. The determination as to whether or when a conflict exists or may potentially exist shall ultimately be made by the College General Counsel and the County Attorney after full disclosure is obtained.

14. Cooperation on Claims

Each of the parties hereto agrees to render diligently to the other party, without additional compensation, any and all cooperation, that may be required to defend the other party, its employees and designated representatives against any claim, demand or action that may be brought against the other party, its employees or designated representatives in connection with this Agreement.

15. Confidentiality

Any records, reports or other documents of the College and/or the County used by Contractor pursuant to this Agreement or any documents created as a part of this Agreement shall remain the property of

the College and/or the County and shall be kept confidential in accordance with applicable laws, rules and regulations.

16. Assignment and Subcontracting

- a. Contractor shall not assign, transfer, convey, sublet, or otherwise dispose of this Agreement, or any of its right, title or interest therein, or its power to execute the Agreement, or assign all or any portion of the monies that may be due or become due hereunder, to any other person or corporation, without the prior consent in writing of the College, and any attempt to do any of the foregoing without such consent shall be of no effect.
- b. Contractor shall not enter into subcontracts for any of the work contemplated under this Agreement without obtaining prior written approval of the College. Such subcontracts shall be subject to all of the provisions of this Agreement and to such other conditions and provisions as the College may deem necessary, provided, however, that notwithstanding the foregoing, unless otherwise provided in this Agreement, such prior written approval shall not be required for the purchase of articles, supplies, equipment and services which are incidental to, but necessary for, the performance of the work required under this Agreement. No approval by the College of any subcontract shall provide for the incurrence of any obligation by the College in addition to the total agreed upon price. Contractor shall be responsible for the performance of any subcontractor for the delivery of service.

17. No Intended Third-Party Beneficiaries

This Agreement is entered into solely for the benefit of College, County and Contractor. No third party shall be deemed a beneficiary of this Agreement, and no third party shall have the right to make any claim or assert any right under this Agreement.

18. Certification as to Relationships

The parties to this Agreement hereby certify that, other than the funds provided in this Agreement and other valid Agreements with the College and/or the County, there is no known relationship within the third degree of consanguinity, life partner, or business, commercial, economic, or financial relationship between the parties, the signatories to this Agreement, and any partners, members, directors, or shareholders of five percent (5%) (or more) of any party to this Agreement.

19. Publications and Publicity

- a. Contractor shall not issue or publish any book, article, report or other publication related to the Services provided pursuant to this Agreement without first obtaining written prior approval from the College. Any such printed matter or other publication shall contain the following statement in clear and legible print:

"This publication is fully or partially funded by Suffolk County Community College and the County of Suffolk."
- b. The College shall have the right of prior approval of press releases and any other information provided to the media, in any form, concerning the Services provided pursuant to this Agreement.

20. Copyrights and Patents

a. Copyrights

If the work of Contractor under this Agreement should result in the production of original books, manuals, films or other materials for which a copyright may be granted, Contractor may secure copyright protection. However, the College reserves, and Contractor hereby gives to the College, and to any other municipality or government agency or body designated by the College, a royalty-free, nonexclusive license to produce, reproduce, publish, translate or otherwise use any such materials.

b. Patents

If Contractor under this Agreement makes any discovery or invention in the course of or as a result of work performed under this Agreement, Contractor may apply for and secure for itself patent protection. However, the College reserves, and Contractor hereby gives to the College, and to any other municipality or government agency or body designated by the College, a royalty-free, nonexclusive license to produce or otherwise use any item so discovered or patented.

End of Text for Exhibit A

Exhibit B
Suffolk County Legislative Requirements

1. Contractor's/Vendor's Public Disclosure Statement

Contractor represents and warrants that it has filed with the Comptroller of Suffolk County the verified public disclosure statement required by Suffolk County Administrative Code Article V, Section A5-7 and shall file an update of such statement with the Comptroller on or before the 31st day of January in each year of this Agreement's duration. Contractor acknowledges that such filing is a material, contractual and statutory duty and that the failure to file such statement shall constitute a material breach of this Agreement, for which the College shall be entitled, upon a determination that such breach has occurred, to damages, in addition to all other legal remedies, of fifteen percent (15%) of the amount of the Agreement.

Required Form: Suffolk County Form SCEX 22; entitled "Contractor's/Vendor's Public Disclosure Statement"

2. Living Wage Law

This Agreement is subject to the Living Wage Law of the County of Suffolk. The law requires that, unless specific exemptions apply, all employers (as defined) under service contracts and recipients of County financial assistance (as defined) shall provide payment of a minimum wage to employees as set forth in the Living Wage Law. Such rate shall be adjusted annually pursuant to the terms of the Suffolk County Living Wage Law of the County of Suffolk. Under the provisions of the Living Wage Law, the County shall have the authority, under appropriate circumstances, to terminate this Agreement and to seek other remedies as set forth therein, for violations of this Law.

Contractor represents and warrants that it has read and shall comply with the requirements of Suffolk County Code Chapter 347, Suffolk County Local Law No. 12-2001, the Living Wage Law.

Required Forms: Suffolk County Living Wage Form LW-1; entitled "Suffolk County Department of Labor – Living Wage Unit Notice of Application for County Compensation (Contract)"

Suffolk County Living Wage Form LW-38; entitled "Suffolk County Department of Labor – Living Wage Unit Living Wage Certification/Declaration – Subject To Audit"

**3. Use of County Resources to Interfere with Collective Bargaining Activities
Local Law No. 26-2003**

Contractor represents and warrants that it has read and is familiar with the requirements of Chapter 466, Article 1 of the Suffolk County Local Laws, "Use of County Resources to Interfere with Collective Bargaining Activities." County Contractors (as defined) shall comply with all requirements of Local Law No. 26-2003 including the following prohibitions:

- a. Contractor shall not use County funds to assist, promote, or deter union organizing.
- b. No County funds shall be used to reimburse Contractor for any costs incurred to assist, promote, or deter union organizing.
- c. The County of Suffolk shall not use County funds to assist, promote, or deter union organizing.
- d. No employer shall use County property to hold a meeting with employees or supervisors if the purpose of such meeting is to assist, promote, or deter union organizing.

If Contractor services are performed on County property, Contractor must adopt a reasonable access agreement, a neutrality agreement, fair communication agreement, nonintimidation agreement and a majority authorization card agreement.

If Contractor services are for the provision of human services and such services are not to be performed on County property, Contractor must adopt, at the least, a neutrality agreement.

Under the provisions of Local Law No. 26-2003, the County shall have the authority, under appropriate circumstances, to terminate this Agreement and to seek other remedies as set forth therein, for violations of this Law.

Required Form: Suffolk County Labor Law Form DOL-LO1; entitled "Suffolk County Department of Labor – Labor Mediation Unit Union Organizing Certification/Declaration – Subject to Audit"

4. Lawful Hiring of Employees Law

This Agreement is subject to the Lawful Hiring of Employees Law of the County of Suffolk (Local Law 52-2006). It provides that all covered employers, (as defined), and the owners thereof, as the case may be, that are recipients of compensation from the County through any grant, loan, subsidy, funding, appropriation, payment, tax incentive, contract, subcontract, license agreement, lease or other financial compensation agreement issued by the County or an awarding agency, where such compensation is one hundred percent (100%) funded by the County, shall submit a completed sworn affidavit (under penalty of perjury) certifying that they have complied, in good faith, with the requirements of Title 8 of the United States Code Section 1324a with respect to the hiring of covered employees (as defined) and with respect to the alien and nationality status of the owners thereof. The affidavit shall be executed by an authorized representative of the covered employer or owner, as the case may be; shall be part of any executed contract, subcontract, license agreement, lease or other financial compensation agreement with the County; and shall be made available to the public upon request.

All contractors and subcontractors (as defined) of covered employers, and the owners thereof, as the case may be, that are assigned to perform work in connection with a County contract, subcontract, license agreement, lease or other financial compensation agreement issued by the County or awarding agency, where such compensation is one hundred percent (100%) funded by the County, shall submit

to the covered employer a completed sworn affidavit (under penalty of perjury) certifying that they have complied, in good faith, with the requirements of Title 8 of the United States Code Section 1324a with respect to the hiring of covered employees and with respect to the alien and nationality status of the owners thereof, as the case may be. The affidavit shall be executed by an authorized representative of the contractor, subcontractor, or owner, as the case may be; shall be part of any executed contract, subcontract, license agreement, lease or other financial compensation agreement between the covered employer and the County; and shall be made available to the public upon request.

An updated affidavit shall be submitted by each such employer, owner, contractor and subcontractor no later than January 1 of each year for the duration of any contract and upon the renewal or amendment of the contract, and whenever a new contractor or subcontractor is hired under the terms of the contract.

Contractor acknowledges that such filings are a material, contractual and statutory duty and that the failure to file any such statement shall constitute a material breach of this agreement.

Under the provisions of the Lawful Hiring of Employees Law, the County shall have the authority to terminate this Agreement for violations of this Law and to seek other remedies available under the law.

This Agreement is subject to the Lawful Hiring of Employees Law of the County of Suffolk, Suffolk County Code Chapter 234, as more fully set forth in the Exhibit collectively referred to as the "Suffolk County Legislative Requirements." In accordance with this law, Contractor or employer, as the case may be, and any subcontractor or owner, as the case may be, agree to maintain the documentation mandated to be kept by this law on site at all times. Contractor or employer, as the case may be, and any subcontractor or owner, as the case may be, further agree that employee sign-in sheets and register/log books shall be kept on site at all times during working hours and all covered employees, as defined in the law, shall be required to sign such sign in sheets/register/log books to indicate their presence on the site during such working hours.

Contractor represents and warrants that it has read, is in compliance with, and shall comply with the requirements of Suffolk County Code Chapter 234, Suffolk County Local Law No. 52-2006, the Lawful Hiring of Employees Law.

Required Forms: Suffolk County Lawful Hiring of Employees Law Form LHE-1; entitled "Suffolk County Department of Labor –Notice Of Application To Certify Compliance With Federal Law (8 U.S.C. SECTION 1324a) With Respect To Lawful Hiring of Employees"

"Affidavit Of Compliance With The Requirements Of 8 U.S.C. Section 1324a With Respect To Lawful Hiring Of Employees" Form LHE-2.

5. Gratuities

Contractor represents and warrants that it has not offered or given any gratuity to any official, employee or agent of Suffolk County or New York State or of any political party, with the purpose or intent of securing an agreement or securing favorable treatment with respect to the awarding or amending of an agreement or the making of any determinations with respect to the performance of an agreement, and that the signer of this Agreement has read and is familiar with the provisions of Local Law No. 32-1980 of Suffolk County (Chapter 386 of the Suffolk County Code).

6. Prohibition Against Contracting with Corporations that Reincorporate Overseas

Contractor represents that it is in compliance with Suffolk County Administrative Code Article IV, §§A4-13 and A4-14, found in Suffolk County Local Law No. 20-2004, entitled "A Local Law To Amend Local Law No. 5-1993, To Prohibit The County of Suffolk From Contracting With Corporations That Reincorporate Overseas." Such law provides that no contract for consulting services or goods and services shall be awarded by the County to a business previously incorporated within the U.S.A. that has reincorporated outside the U.S.A.

7. Child Sexual Abuse Reporting Policy

Contractor agrees to comply with Chapter 577, Article IV, of the Suffolk County Code, entitled "Child Sexual Abuse Reporting Policy," as now in effect or amended hereafter or of any other Suffolk County Local Law that may become applicable during the term of this Agreement with regard to child sexual abuse reporting policy.

8. Non Responsible Bidder

Contractor represents and warrants that it has read and is familiar with the provisions of Suffolk County Code Chapter 143, Article II, §§143-5 through 143-9. Upon signing this Agreement, Contractor certifies that he, she, it, or they have not been convicted of a criminal offense within the last ten (10) years. The term "conviction" shall mean a finding of guilty after a trial or a plea of guilty to an offense covered under the provision of Section 143-5 of the Suffolk County Code under "Nonresponsible Bidder."

9. Use of Funds In Prosecution of Civil Actions Prohibited

Pursuant to the Suffolk County Code Section §590-3, Contractor represents that it shall not use any of the moneys received under this Agreement, either directly or indirectly, in connection with the prosecution of any civil action against the County of Suffolk or any of its programs, funded by the County, in part or in whole, in any jurisdiction or any judicial or administrative forum.

10. Suffolk County Local Laws

Suffolk County Local Laws, Rules and Regulations can be found on the Suffolk County website at <http://suffolkcountyny.gov/>.

End of Text for Exhibit B

Exhibit C
Notices and Contact Persons

1. Notices Relating to Payments, Reports, or Other Submissions

Any communication, notice, claim for payment, report, or other submission necessary or required to be made by the parties regarding this Agreement shall be in writing and shall be given to the College or Contractor or their designated representative at the following addresses or at such other address that may be specified in writing by the parties and must be delivered as follows:

For the College

Gail Vizzini
Vice President for Business and Financial Affairs
Suffolk County Community College
533 College Road, NFL 232
Selden, NY 11784-2899

For Contractor

At the address set forth on page one of this Agreement, attention of the person who executed this Agreement or such other designee as the parties may agree in writing.

2. Notices Relating to Insurance

Any notice relating to insurance necessary or required to be made by the parties regarding this Agreement shall be in writing and shall be given to the College or Contractor or their designated representative at the following addresses or at such other address that may be specified in writing by the parties and must be delivered as follows:

For the College

Louis J. Petrizzo
College General Counsel
Office of Legal Affairs
Suffolk County Community College
533 College Road, NFL230
Selden, NY 11784-2899

For Contractor

At the Address set forth on page one of this Agreement, attention of the person who executed this Agreement or such other designee as the parties may agree in writing.

3. Notices Relating to Termination and/or Litigation

In the event Contractor receives a notice or claim or becomes a party (plaintiff, petitioner, defendant, respondent, third party complainant, third party defendant) to a lawsuit or any legal proceeding related to this Agreement, Contractor shall immediately deliver to the College General Counsel and the County Attorney, at the addresses set forth below, copies of all papers filed by or against Contractor.

Any communication or notice regarding termination shall be in writing and shall be given to the College or Contractor or their designated representative at the following addresses or at such other addresses that may be specified in writing by the parties and must be delivered as follows:

For the College and the County:

Louis J. Petrizzo
College General Counsel
Office of Legal Affairs
Suffolk County Community College
533 College Road, NFL 230
Selden, NY 11784-2899

and

Suffolk County Attorney
Suffolk County Department of Law
H. Lee Dennison Building
100 Veterans Memorial Highway
Hauppauge, New York 11788

For Contractor:

At the address set forth on page one of this Agreement, attention to the person who executed this Agreement or such other designee as the parties may agree in writing.

Notices for all parties (except those related to termination or litigation) should be delivered by first class and certified mail, return receipt requested, in a postpaid envelope or by courier service, or by fax or by email.

Notices related to termination or litigation should be delivered by first class and certified mail, return receipt requested, in a postpaid envelope or by nationally recognized courier service or personally and by first class mail.

Notices shall be deemed to have been duly delivered: (i) if mailed, upon the seventh business day after the mailing thereof; or (ii) if by nationally recognized overnight courier service, upon the first business day subsequent to the transmittal thereof; or (iii) if personally, pursuant to New York Civil Practice Law and Rules Section 311; or (iv) if by fax or email, upon the transmittal thereof. "Business Day" shall be defined as any day except a Saturday, a Sunday, or any day in which commercial banks are required or authorized to close in Suffolk County, New York.

Each party shall give prompt written notice to the other party of the appointment of successor(s) to the designated contact person(s) or his or her designated successor(s).

End of Text for Exhibit C

Exhibit D
Description of Services

i. Scope of Work

Our standard search process is built upon years of experience, and is comprised of the following six steps, which we will tailor to the specific needs, goals, and processes of Suffolk County Community College.

1) Organization of the Search: A key determinant of a successful search is the thoughtful organization of the search process. Academic Search works side-by-side with the college to set specific goals and develop operating guidelines to help structure the overall process.

2) Analysis of Institutional Needs: Each search begins with a thorough analysis of the institution and the position requirements. During this analysis, the senior consultant spends extensive time researching the distinctive history, culture, strengths, and challenges of the institution and the academic or administrative unit. The senior consultant meets with key stakeholders, including—as applicable— trustees, president, provost, faculty, students, staff, alumni, and community leaders, listening carefully to their perspectives and needs. Once this information has been gathered during the pre-search campus visit, the senior consultant will work quickly to develop a draft position profile, advertisement, and advertising plan for the search, which will be used in recruiting a diverse and qualified pool of applicants. Once drafted, these documents will be shared for review with the Search Committee and hiring authority. The senior consultant will make any desired edits. The advertisement and profile are typically posted to Academic Search's website and with Committee-approved print and/or online publications within a couple of weeks of the pre-search visit.

3) Recruitment of Strong and Inclusive Candidate Pool: The third step is to build a candidate pool crafted for the specific search and preferred qualifications of the position. We cast a wide net to find the very best candidates locally, nationally, and globally, and activate extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience. The senior consultant will engage in active recruitment of potential candidates through their personal networks and other outreach, by email, phone, and video or in-person meetings as needed. Applications are sent directly to Academic Search and kept on a secure website, to which only the Search Committee and the senior consultant have access.

4) Candidate Evaluation and Selection: The pace of the search escalates as the Committee begins to read and evaluate applications in order to identify semifinalist candidates. The senior consultant will also offer to conduct a credential review exercise with the Search Committee. The purpose of this review is to prepare the Committee to evaluate applications using the position criteria previously identified. At this time, the Committee will also be introduced to the secure website. The site is password-protected to ensure confidentiality and houses all candidate application materials. A full-time director of technology services is available to respond to questions and trouble-shoot any technology issues throughout the search.

ACADEMIC SEARCH

The senior consultant will return for the next meeting, at which the Search Committee will evaluate all applications, assessing the materials submitted by candidates in light of the desired capabilities outlined in the institutional profile. At this time, the senior consultant will also assist the Search Committee in narrowing down the applicant pool to those most qualified for first-round interviews, referred to as semifinalist interviews and often held at a confidential, neutral site off campus. Calls to on-list references may be made at this stage or later in the process.

5) Interviews and Vetting of Candidates (Part 1- Semifinalist Interviews): Once the semifinalists have been chosen, interviews are scheduled. Semifinalist interviews can be conducted in person or through videoconferencing, according to the wishes of the Search Committee. In the event the Committee selects a video interview, Academic Search will provide the campus with logistical support for video conferencing platforms. Academic Search staff schedules the interviews and the senior consultant is present to assist the Committee throughout the process.

Interviews and Vetting of Candidates (Part 2--Campus Visits): Following the first-round interviews and the selection of finalists by the Committee, the senior consultant conducts background checks, including off-list reference calls on the finalists as well as degree verifications. All local arrangements for campus visits by finalists would be made by Suffolk County Community College, with assistance from Academic Search.

6) Facilitation of the Appointment and Launch: Upon the selection of finalists, the senior consultant continues to facilitate the final recruitment, selection and appointment process, assisting the Search Committee as needed, helping to announce the appointment publicly, as well as assisting with transition activities for the designated appointee.

ii. **Two Way Communication**

In all of our searches, the senior consultant remains the point of contact for the search. The various stakeholders can reach out to the senior consultant at any time to discuss the search. There are at least four on campus meetings that the senior consultant attends and s/he is available via video conference, if needed. Many of our search chairs set up a weekly call with the senior consultant.

iii. **Specific/Special Qualifications**

Dr. Robinson Pippins and Dr. Israel have significant campus experience. They each understand the unique needs of a community college campus. They are well suited to be available and are a sustained resource for each search. Ms. Nolde has extensive search experience with community colleges and also is prepared to be available to the campus community as needed.

iv. **Approach**

The senior consultant will facilitate each step of the process as outlined above. The work is coordinated between the senior consultant and their assigned associate consultant. During the initial phases of the search, a time-line will be presented and approved by the

ACADEMIC SEARCH

committee. This will ensure that we meet the deadlines throughout the search. Any changes or deviations will be discussed thoroughly with the search chair and hiring authority.

v. Time-Line

Based on the process outlined above, we suggest the following dates, marked in red, which assumes the new Executive Campus Dean is to be appointed quickly. These dates can certainly be modified after consultation with the College and the Search Committee.

- 1) Organization of the Search: April 2017
- 2) Analysis of Institutional Needs: April 2017
- 3) Recruitment of Strong and Inclusive Candidate Pool: May 2017
- 4) Candidate Evaluation and Selection: Late-May 2017
- 5a) Interviews and Vetting of Candidates (Semifinalist Interviews): Early-June 2017
- 5b) Interviews and Vetting of Candidates (Campus Visits): Late June 2017
- 6) Facilitation of the Appointment: July 2017

For a typical search, the following timeline would be used:

- 1) Organization of the Search: Month 1
- 2) Analysis of Institutional Needs: Month 1
- 3) Recruitment of Strong and Inclusive Candidate Pool: Month 2
- 4) Candidate Evaluation and Selection: Early Month 4
- 5a) Interviews and Vetting of Candidates (Semifinalist Interviews): Mid-Month 4
- 5b) Interviews and Vetting of Candidates (Campus Visits): Early Month 5
- 6) Facilitation of the Appointment: Late Month 5

2.b. Anticipated Issues and Resolutions

Most of our searches are conducted without significant challenges or issues. A rushed time-line is one of the anticipated issues. We work as quickly and diligently as we can to make sure all of the mile markers are met. Open communication is key to this issue.

End of Text for Exhibit D

ACADEMIC SEARCH

**Exhibit E
Payment Terms and Conditions**

1. General Payment Terms

- a. Contractor shall prepare and present an invoice to the College for payment by the College. Claims shall be documented by sufficient, competent and evidential matter. Payment by the College will be made within thirty (30) days after approval by the College.
- b. Contractor agrees that it shall be entitled to no more than the fees set forth in this Exhibit E for the completion of all work, labor and services contemplated in this Agreement.
- c. The charges payable to Contractor under this Agreement are exclusive of federal, state and local taxes, the College being exempt from payment of such taxes.
- d. The acceptance by Contractor of full payment of all billings made on the final approved under this Agreement shall operate as and shall be a release to the College and/or County from all claims and liability to Contractor, its successors, legal representatives and assigns, for services rendered under this Agreement.

2. Agreement Subject to Appropriation of Funds

This Agreement is subject to the amount of funds appropriated and any subsequent modifications thereof and no liability shall be incurred by the College and/or the County under this Agreement beyond the amount of funds appropriated for the Services covered by this Agreement.

3. Limit of College's Obligations

The maximum amount to be paid by the College as set forth on the cover page of this Agreement shall constitute the full obligation of the College in connection with this Agreement and any matter arising therefrom.

4. Specific Payment Terms and Conditions

See ATTACHMENT 1, annexed hereto.

ATTACHMENT 1

Specific Payment Terms and Conditions

FEES

Title	Fee for Full Search Services	Fee for Recruitment Services Only
Executive Vice President	\$ 54,000.00	\$ 37,000.00
VP Academic Affairs VP Student Affairs VP Business & Finance	\$ 50,000.00	\$ 33,000.00
VP Institutional Advancement VP Planning & Institutional Effectiveness	\$ 47,500.00	\$ 31,000.00
VP Workforce & Economic Development General Counsel	\$ 41,000.00	\$ 27,000.00
Associate VP Executive Deans - Ammerman & Grant	\$ 46,000.00	\$ 30,000.00
Assistant Vice President	\$ 41,000.00	\$ 27,000.00
Executive Dean - Eastern	\$ 42,500.00	\$ 29,000.00
Director Executive Director College Deputy General Counsel Administrative Director of Business Operations	\$ 40,000.00	\$ 27,000.00
College Dean Campus Dean	\$ 37,500.00	\$ 27,000.00
Executive Assistant to the President	\$ 37,500.00	\$ 27,000.00
Assistant to the Vice President Project Director Communications Director Director of Legislative Affairs	\$ 37,500.00	\$ 27,000.00

Cost Proposal- Revised

We will not be requesting any changes to the model agreement.

We do not charge an administrative fee for full or limited services. A chart of fees is listed at the end of the cost proposal for full and limited services.

If a second search is conducted on the same timeline, a 5% discount will be applied to professional fee.

For a full search, payments are contingent upon completion of each of the following milestones:

- 1/3 of the professional fee when the recruiting begins
- 1/3 of the professional fee when the semi-finalist candidates are identified
- 1/3 of the professional fee when the search has concluded.

Our fee covers all expenses other than discretionary costs for travel (both consultant and candidate), advertising, and background checks. The above costs are directly billed to the client. During the pre-search visit, the senior consultant will work with the Search Committee to review costs and cost-saving measures. The framework for travel and advertising expenses is reviewed and approved by the responsible Suffolk County Community College official. After finalist candidates are chosen, Academic Search will conduct degree verifications and use a third-party company for background checks, if requested.

Our team does not bill on an hourly rate or based on tasks. Our professional fee is the only fee we charge.

A detailed estimation of the reimbursable costs is listed below.

Estimated reimbursable search-related expenses:

Consultant Travel (1 consultants, assuming 3-4 visits to campus)	\$5,000.00
Advertising Estimates (includes online only)	\$2,000.00
Finalists' Background Checks (3 finalists)	\$1,500.00
Total Estimated Reimbursable Expenses	\$8,500.00

We do not typically include estimates for candidate travel. This expense can vary considerably, depending on how many candidates are invited to semifinalist and campus interviews, as well as the distance the candidates must travel. Historically, we have found that \$1,000 per semifinalist and \$2,000 per finalist candidate to be reasonable estimates when trying to determine the travel costs associated with interviews. Total travel costs for the entire search can be estimated to be between \$6,000 and \$16,000 for candidate travel.

The projected advertising budget includes only online advertisements. A significant and robust pool of candidates can be attracted using many online ad venues, as indicated in this proposal. In addition, much of our top candidate recruitment comes from our firm's own direct outreach, which is included in the professional fee. If a print ad for *The Chronicle of Higher Education* is desired, it can add \$3,000 - \$5,000. The senior consultants and Search Chair(s) will discuss whether additional print venues will be beneficial in this search.

ACADEMIC SEARCH

Our Guarantee

Academic Search guarantees our work and process. In the unlikely event that the hiring authority is not satisfied with the candidates recommended or the search is not concluded for other reasons, Academic Search will continue to be available to conduct either an extended search or a second search. The second search must be launched within twelve months of the contract. Moreover, in the very unusual event that an appointment resulting from our search is terminated for cause within twelve months or the appointee leaves within the first twelve months after first reporting to work, Academic Search agrees to conduct a second search without any additional professional fee, as long as the search commences within three months after the position is vacated. In each of the scenarios described above, the only additional charges will be related to discretionary expenses determined by the search committee related to candidate travel, consultant travel, advertising, and background checks.

Non-Solicitation Pledge

Academic Search prides itself on the high standards we observe for executive search services. Thus, an important part of our approach to each search, during the process and thereafter, is our pledge to uphold and exceed the industry standard for non-solicitation.

To that end, we will not directly solicit any employee of any institution for which we are currently performing an active search. After the search concludes, we will extend that non-solicitation pledge for a period of one year. If a member of the campus community receives a direct solicitation from Academic Search during a non-solicitation period, it should be immediately reported to our vice president for administration and finance, and appropriate follow-up action will be taken. If a candidate or member of a campus community approaches us during a non-solicitation period through application or nomination, we are ethically bound to respond to them and treat them equally in the search process. In addition, the president or chancellor of a client institution may waive this non-solicitation pledge as to specific employees by communicating that waiver to the firm.

LIMITED SERVICES

For limited search services, payments are contingent upon completion of each of the following milestones:

- 1/3 of the professional fee when the ads are placed
- 1/3 of the professional fee when the recruiting period ends
- 1/3 of the professional fee when the pool is turned over

After Suffolk Community College has created the search committee(s), organized the search process, and reviewed the position description and advertisements

ACADEMIC SEARCH

that were previously created, Academic Search will collaborate with your committee(s) to recruit a pool of candidates, which will include the following:

- Limited analysis of institutional needs: senior consultant will be available to meet with select key stakeholders in person, as determined by Suffolk Community College;
- Advice and recommendations on the position profile and advertisements after the initial drafting by the Institution;
- Development of national advertising plan and placement of the advertisements;
- Distribution of e-mails to members of the firm's proprietary database of professionals in higher education with information about the position;
- Personalized outreach to a selected pool of potential candidates based on the senior consultant's assessment of the position;
- Management of all potential candidate inquiries, applications, and other materials;
- Creation of secure website to house application materials for search committee members to review;
- Submission of a pool of candidates for search committee consideration and the senior consultant's evaluation of the strongest candidates that are fully qualified individuals to be selected by the committee for initial interviews.
- We will extend a search for three months if the hiring authority cannot find any acceptable candidates in the pool to invite for interviews.

This option does *not* include:

- Organization of the search process;
- Complete analysis of institutional needs;
- Management of formal candidate review and client/candidate interviews/campus visits;
- Formal reference checks, background checks;
- Facilitation of the appointment;
- A guarantee to conduct a second search without fee in the event that a contract is not concluded, or that a contract is terminated for cause or the appointee leaves within the first year of appointment.

End of Text for Exhibit E

Exhibit F

College's Request for Proposals

Attached hereto and made a part of this Agreement as Exhibit F is the College's Request for Proposals ("RFP") No. R1700006, for Executive Search Consulting Services, advertised March 23, 2017.

**Request for Proposal - R1700006
Executive Search Consulting Services
Advertised March 23, 2017**

Suffolk County Community College

Exhibit F

Request for Proposals (RFP)

for the

Executive Search Consulting Services

Suffolk County Community College

Technical Questions Due: March 30, 2017

Proposer's Conference: N/A

Proposals Due: April 6, 2017, no later than 12:00 p.m.

For additional information, contact:

Beatriz Castaño

Administrative Director of Business Operations

castanb@sunvsuffolk.edu

**All Proposals must be signed in ink and accompanied by a signed transmittal letter,
County Disclosure SCEX Form 22 and Bid Certification SCPD-7**

**Proposals must be submitted in a sealed envelope with the RFP number, services, due date
and time clearly identified.**

Late Proposals Will Be Rejected

**Request for Proposal - R1700006
Executive Search Consulting Services
Advertised March 23, 2017**

Suffolk County Community College

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10. Selection Process
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Section II

Award Criteria

1. General Qualifications
2. Proposed Services/Products
3. Cost Proposal

Section III

Scope of Work

Section IV

Model Agreement

<http://www.sunysuffolk.edu/Administration/BusinessAffairs/RequestForProposals/index.asp>

Section V

**Suffolk County Request for Proposals (RFP)
Legal Appendices/ Forms revised as of 10/22/02**

<http://www.sunysuffolk.edu/Administration/BusinessAffairs/RequestForProposals/index.asp>

Section VI

Miscellaneous Forms

**Request for Proposal - R1700006
Executive Search Consulting Services
Advertised March 23, 2017**

Suffolk County Community College

**Section I
Administrative Information**

1. Purpose of RFP

Suffolk County Community College (College) invites proposals (Proposal(s)) from qualified companies (Company) to provide the College with executive search services for various executive positions on an as-needed basis throughout the duration of the agreement. There is an immediate need to conduct a search for the position of Executive Campus Dean at its Eastern Campus located in Riverhead, NY.

The College requires that the selected Consultant operate within a very tight timeline in conducting the search services.

It is anticipated that one contract will be awarded with a term of one (1) year and four (4) additional one-year renewal options to be exercised at the College's discretion. The terms of each option period shall be as mutually agreed upon by all parties.

2. Background Information

The College is a non-resident, public, two-year institution with three campuses (located in Riverhead, Brentwood and Selden) and extension centers located throughout Suffolk County.

The College annually enrolls approximately 27,000 students and is a member of the State University of New York (SUNY).

3. Coordinating Departments

i. Prior to Award of Contract

The College's Office of Business and Financial Affairs (contact listed below) is responsible for coordinating the issuance of the RFP.

Contact: Beatriz Castaño
Administrative Director of Business Operations
Suffolk County Community College
533 College Road, Rm. 16, NFL Building
Selden, New York 11784-2899

castanb@sunysuffolk.edu

ii. After Award of Contract/Prior to Execution of Contract

The College's Office of Legal Affairs will be responsible for coordinating with Company regarding the negotiation and execution of the contract.

**Request for Proposal - R1700006
Executive Search Consulting Services
Advertised March 23, 2017**

Suffolk County Community College

iii. After Execution of Contract

The Office of Business and Financial Affairs is responsible for administration of Company's contract, including payments.

4. Evaluation Committee

A College Evaluation Committee will make the final selection of Company. The Evaluation Committee will include, but not be limited to individuals in the following roles: Assistant Vice President of Human Resources, Executive Dean, Vice President of Institutional Advancement, Deputy General Counsel and Administrative Director of Business Operations.

5. Administrative and Technical Questions

a. **Administrative Questions** may be submitted in writing to the contact listed in paragraph 3 above. E-mail and fax are acceptable; e-mail is preferable.

b. **Technical Questions** must be submitted in writing on or before **March 30, 2017** to the contact listed in paragraph 3 above. E-mail and fax are acceptable; e-mail is preferable. The College Evaluation Committee will develop responses to the technical questions. Responses will be issued by the College in the form of an Addendum to this RFP.

c. Office of Business and Financial Affairs is Sole Contact during RFP Process

All communications during the RFP process should be directed to the Office of Business and Financial Affairs or, as appropriate, the College's Office of Legal Affairs. Communication with any other College or County employee or any member of the College Evaluation Committee or any incumbent company for the goods and services being procured pursuant to the RFP may be cause for disqualification from the RFP process.

6. Proposer's Conference

A Proposer's Conference will not be held.

**Request for Proposal - R1700006
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Suffolk County Community College

7. Due Date for Proposals

Proposals must be submitted to the attention of Ms. Seema Menon, at the address listed in paragraph 3 above by **April 6, 2017 no later than 12:00 p.m.** In the interest of fairness to all participants, no extensions or exceptions will be permitted, unless issued as an Addendum to this RFP and applicable to all companies.

8. Selection Process

The College will evaluate the submission through a point rating system, set forth below in Paragraph 11. The College may invite firms to make presentations to the Evaluation Committee to demonstrate their qualifications and approach to the project. The final selection will represent the best interests of the College.

9. Award Criteria

Proposals will be evaluated and ranked based on the award criteria below which is further described in Section II, Award Criteria:

	Points
a. General Qualifications	40
b. Proposed Services/Products	35
c. Cost Proposal	25
Total	100

10. Proposal Submission

a. Number of Copies

Proposers must submit one hardcopy original (clearly labeled) and six (6) copies of the Technical and Cost Proposals. In addition, Proposers must submit a CD or thumb drive, with the MSWord or PDF format of the Technical and Cost Proposals. Each proposal must include both the technical and cost proposal. Envelopes or boxes containing RFP responses must be clearly labeled with the Proposer's name, due date and title of the Request for Proposal. Failure to properly label the responses may be cause for disqualification. Do not submit proposals that are permanently/perfect bound. Binders 2 inches or below, spiral binding, staples, etc., are acceptable.

b. Proposal Format

Proposals must include the information requested below, and in the order listed. Each section and sub-section must be separated by tabs that are clearly labeled, and the pages numbered. Further details of the Proposal Submission Format is provided at

Request for Proposal - R1700006
Executive Search Consulting Services
Advertised March 23, 2017

Suffolk County Community College

the end of this section.

i. Table of Contents

A Proposal Checklist has been provided at the end of this Section I – Administrative Information, to assist with assembly and ensure completeness of the proposal package. This Proposal Checklist must be included as the first item of the Proposal and used as the only Table of Contents.

ii. Transmittal Letter on Company Letterhead

Signed by a corporate officer or an authorized agent of Company

iii. General Qualifications

iv. Proposed Services/Products

v. Cost Proposal:

(1) The Cost Proposal must be submitted with the Technical Proposal in the same package as other items requested by this RFP.

(2) One original and six (6) copies of the Cost Proposal are required, along with an electronic copy, as reflected in item 8.a above.

vi. Requested Changes to Model Agreement

Company should identify any items not set forth in the Model Agreement (reference Section IV) which Company requests be negotiated. A lack of comments will be considered full acceptance of the contract terms on the part of the Company.

vii. County Bid Certification Form SCPD-7

One original, signed by a corporate officer or an authorized agent of the Company must be included as a separate and clearly labeled section of the original hardcopy of the Technical Proposal. Form SCPD-7 is included in the Section VI entitled "Miscellaneous Forms".

viii. Local Business Certification Form SCDP-8A (if applicable)

One original, signed by a corporate officer or an authorized agent of the Company must be included as a separate and clearly labeled section of the original hardcopy of the Technical Proposal. Form SCDP-8A is included in the Section VI entitled "Miscellaneous Forms".

**Request for Proposal - R1700006
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Suffolk County Community College

ix. County Disclosure SCEX Form 22

Three originals, signed by a corporate officer or an authorized agent of Company and notarized, must be included as a separate and clearly labeled section of the original hardcopy of the Technical Proposal. SCEX Form 22 is included in the Section VI entitled "Miscellaneous Forms."

11. RFP Policies and Procedures

- a. All RFP documents are available for download from the Suffolk County Community College' website under the following link:

<http://www.sunysuffolk.edu/Administration/BusinessAffairs/RequestForProposals>

The Office of Business and Financial Affairs has responsibility for maintaining a control list of all potential Proposers. Companies who intend to submit a proposal must complete "Bid-RFP Vendor Registration Form" included in the RFP documents and submit it to the contact person identified in Section I.

- b. It is the College's intent to select the Company that provides the best solution for the College's needs.
- c. Reference is made to the Model Agreement attached (set forth in Section IV) for the terms and conditions of the Agreement to be entered into, including indemnification and insurance. The Model Agreement is subject to revision arising out of the terms and conditions imposed by law or deemed appropriate by the College's Office of Legal Affairs.
- d. This RFP and the Company's response to this RFP, as may be subsequently modified in negotiations with the College, may be included as exhibits in any contracts that the College may execute with Company.
- e. The College reserves the right to amend this RFP. The College reserves the right to reject any or all of the proposals, or any part thereof, submitted in response to this RFP, and reserves the right to waive formalities, if such action is deemed to be in the best interest of the College. The College reserves the right to request additional information from any Proposer. The College reserves the right to award negotiated contracts to one or more Companies.
- f. This RFP is not intended and shall not be construed to commit the College to pay any costs incurred in connection with any proposal or to procure or contract for any services.
- g. The decision to award a contract shall be based on Company's ability to provide quality services and products and to comply with all applicable laws, rules and regulations, including without limitation the Local Preference Law and other Suffolk

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Executive Search Consulting Services
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Suffolk County Community College

County local laws set forth in Section VI entitled "Miscellaneous Forms."

- h.** The College is required to comply with the Suffolk County Local Preference Law as amended. This local law establishes a preference for businesses located within Nassau and Suffolk Counties when selecting firms for award of consulting services contract(s). Bidders are encouraged to familiarize themselves with the provisions of this local law as this law may impact the selection process.
- i.** The award of any contract will be made as judged to be in the best interest of the College. The final selection of the company will be made by the College Evaluation Committee, including but not limited to, the representatives set forth in paragraph 4, entitled "Evaluation Committee" of Section I of this RFP.
- j.** The College General Counsel acts as counsel to the Evaluation Committee, but does not vote in the selection process.
- k.** Each Proposal will be examined to determine whether it is responsive to the requirements of this RFP. All responsive proposals will be evaluated in accordance with the criteria set forth herein.
- l.** While the College is under no obligation to contact companies for clarifications, it reserves the right to do so. Depending on the number and quality of the proposals submitted, the College, at the sole discretion of the College Evaluation Committee, may elect to interview all or some of the companies during the selection process and to request presentations, including demonstrations of products and services.

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TABLE OF CONTENTS

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b)	Expertise of Company and all proposed sub-consultants, including Qualifications and Experience of Personnel	<input type="checkbox"/>
i.	Experience	<input type="checkbox"/>
ii.	References	<input type="checkbox"/>
iii.	Staff Qualifications/Resumes, List of Sub-consultant(s), Organizational Chart	<input type="checkbox"/>
iv.	College/County Contracts	<input type="checkbox"/>
v.	Supplemental Information	<input type="checkbox"/>
c)	Quality Control	
i.	Operational Plan	<input type="checkbox"/>
ii.	Record and Reporting Systems	<input type="checkbox"/>
iii.	Operating Problems	<input type="checkbox"/>
d)	Financial Viability	
i.	Financial Statements	<input type="checkbox"/>
ii.	Indebtedness to County and/or College	<input type="checkbox"/>
iii.	Liens and Litigation	<input type="checkbox"/>
IV.	TECHNICAL PROPOSAL	<input type="checkbox"/>
a)	Understanding of Project Requirements, Management Techniques and Approaches	<input type="checkbox"/>
b)	Anticipated Issues and Resolution	<input type="checkbox"/>
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XIV.	CD-ROM or THUMB DRIVE OF TECHNICAL AND COST PROPOSALS	<input type="checkbox"/>

* *For the asterisked items: Please provide one copy of the requested forms as part of the original proposal only.
The required number of originals as indicated in Section I of the RFP, should be unbound and provided in a separate envelope.*

End of text for Section I

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**Section II
Award Criteria**

Responses to the items set forth under each of the categories below, will be used by the College's Evaluation Committee to assess the appropriateness and relevance of the information provided in the proposals and make a recommendation for award. **Failure to include information as requested under any of the sub/sections in the Proposal may lead the firm to be disqualified.** The responses to each of the categories must be separated by clearly labeled tabs into the sections and sub-sections identified below, and reflected in the Table of Contents (form provided in Section I) of the Proposal submitted.

1. General Qualifications:

a. General Information/Company History

- i. Company Name, e-mail, main address and all branch office addresses.
- ii. Describe the nature of your organization (e.g. business corporation, not-for-profit corporation, sole proprietorship, etc.). If applicable, identify all principals and the ownership interest of each.
- iii. Year Company was founded and brief history.
- iv. Total number of employees. Include an organization chart as relevant.
- v. Location(s) from which majority of the staff will be providing services.
- vi. Annual fee income for the past three (3) years.
- vii. The general and specific design specialties/expertise and overall resources.

b. Expertise of Company, including Qualifications and Experience of Personnel

- i. **Experience:** Provide general background information explaining why the firm and its sub-consultants, if any, are well suited to perform the requirements of this RFP, and how the qualifications of the firm and its personnel relate to the scope of services described in this RFP. Provide a brief history and description of the firm's and sub-consultant's experience in providing the services required in this RFP, with special emphasis on any experience in the public sector, particularly for governmental entities, colleges or universities, especially at community colleges.
- ii. **References:** References must be provided. This sub-section must be clearly labeled and separated by a tab, and must include clearly identified references for both the Consultant and subconsultants.

Proposer must submit a list of at least three representative clients, including

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any other public entities, along with a description of the type of work performed for each client and the name of a contact person at the client who can evaluate the firm's work. For each engagement, include:

- o A detailed description of the scope;
- o Client/company name;
- o Name, title, and role of reference;
- o Client/Company address, phone number, and email address.

The College reserves the right to contact any client listed. Consultants should check the references they submit to ensure that each reference and the associated contact information is current.

- iii. **Staff Qualifications/Resumes:** Describe the qualifications and background of your staff, and all proposed sub-consultants' staff, insofar as they relate to these services. Qualifications should include but not be limited to prior relevant experience. If sub-consultant(s) are not being used, Company shall include a statement indicating this.

The information submitted must include:

- Consultant Information
 - o Identify your firm's management team and describe its experience, and qualifications. Indicate the availability of the management team and all other personnel required for this assignment.
 - o Clearly identify and describe the title and role of the staff who will be assigned to the College's account. Proposer must include organizational chart in this section.
 - o Provide resumes of proposed key staff who will be assigned to the College's account, inclusive of a description of the qualifications, educational background, and work experience for all personnel who would be supervising the events, and perform other services as required under this RFP.
 - o Any changes to the team members identified in the proposal must be submitted to the College for approval. The College reserves the right to deny payment for any services provided by a team member not approved, in writing, by the College.

- iv. **College/County Contracts:** In this sub-section, provide a list of all contracts with the College or the County of Suffolk, if any, within the last five years (regardless of type of service) and the time period for those services.

- v. **Supplemental Information:** Include any brief supplemental information that may be relevant to your qualifications for the work. Elaborate or superfluous material should not be presented and may count against the company in the evaluation.

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c. **Quality Control**

- i. **Operational Plan:** Describe how Company ensured performance through adequate management, supervision, review and control.
- ii. **Record and Reporting Systems:** Describe Company's system for self-monitoring and ensuring maintenance of complete and accurate records.
- iii. **Operating Problems:** Discuss any operating problems, other than litigation, which you have experienced within the past five years, and their resolution.

d. **Financial Viability**

i. **Financial Statements**

For nongovernmental agencies, submit current financial statements prepared and certified by an independent CPA, or internal statements if certified statements are not available or have not been issued within the past twelve (12) months.

ii. **Indebtedness to County and/or College**

- (1) Submit a statement as to indebtedness, if any, to the County and/or College.
- (2) Submit a listing of all outstanding liens, if any, against Company.

iii. **Liens and Litigation**

- (1) Submit a summary of litigation, if any, against Company and its disposition.

2. **Proposed Services/Products:**

- a. **Understanding of Project/Service Requirements, Management Techniques and Approaches** – Convey your understanding of the service requirements and demonstrate a thorough recognition of the process and potential problems to be addressed. This includes information on the Company's management and approach as follows:

- i. Summarize how you will respond to the specific scope of work, identifying the various management techniques, approaches and strategies that will be utilized under this Agreement.
- ii. Describe the level of continual two-way communication you will maintain with faculty and College administrators during the various project phases.
- iii. Discuss any specific or special qualifications.
- iv. Explain how your Company intends to approach the various tasks in order to

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ensure an expedited selection process.

- v. Provide a timeline for the Executive Campus Dean search and a general timeline for any other searches that may be assigned to your Company under this Agreement. Please be mindful of time sensitive requirements surrounding executive searches.

- b. Anticipated Issues and Resolutions – Describe anticipated issues that your firm may encounter when performing the services required in this RFP and identify proposed solutions.

3. Cost Proposal:

The cost proposal shall identify all fees associated with the services required in this RFP. The Consultant shall itemize the tasks required for a search and indicate the cost for each task. The Consultant shall identify not-to-exceed fees and fixed fees for each task, as appropriate. Not-to-exceed fees shall include the title(s) required for the task along with the anticipated number of hours and billable rates.

Consultant shall provide the titles and associated billable rates for each of the team members who will provide services under this agreement.

If appropriate, Consultant may submit a cost proposal for the Executive Campus Dean and a separate proposal for any future searches.

Consultant shall provide all information it deems necessary to explain or clarify its Cost Proposal.

End of text for Section II

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**Section III
Scope of Work**

1. General Guidelines

Suffolk County Community College (College) requires the Consultant (Company) to provide the College with executive search consulting services on an as-needed basis. There is an immediate need for the position of Executive Campus Dean at its Eastern Campus located in Riverhead, NY.

2. Project Overview

a. Organization of the Search Process

Consultant shall provide the following services:

- i. Assist in structuring the overall process;
- ii. Counsel on the charge to the search committee;
- iii. Negotiate a timeline and establish policies;
- iv. Develop web-based communications tools;
- v. Draft correspondence as needed for all phases of the search; and
- vi. Maintain and control search records, including candidate credentials.

b. Analysis of Institutional Needs and Preparation of Recommendations

Consultant shall provide the following services:

- i. Complete on-campus interviews, if required by the College;
- ii. Review publications and reports provided by the College;
- iii. Work with the Search Committee to develop an institutional needs analysis, including (a) a list of strengths and challenges, (b) a statement of priorities and needs, and (c) the specific leadership characteristics sought in a successful candidate; and
- iv. Assist in developing a comprehensive web site and/ or institutional profile featuring comprehensive information about the open position, the College, the governance system and the community.

c. Recruitment of a Strong Candidate Pool

Consultant shall provide the following services:

- i. Develop a national advertising strategy;
- ii. Provide a national nominations source list;
- iii. Follow up with nominated candidates;
- iv. Directly recruit highly qualified candidates; and
- v. Assist in meeting or exceeding affirmative action/equal opportunity expectations.

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d. Evaluation of Candidate List

Consultant will provide the following services:

- i. Identify the top candidates; and
- ii. Begin reference checks.

e. Interview and Recommendation Process

Consultant shall provide the following services:

- i. Conduct preliminary confidential interviews;
- ii. Complete due diligence on the most promising candidates and select finalists;
- iii. Interview one or more finalists;
- iv. Provide guidelines for candidate(s) visits to the College, if desired;
- v. Recommend a process for gathering feedback from all who meet the finalists;
- vi. Maintain contact with the finalists to gauge and enhance their interest in the position;
and
- vii. Develop committee recommendations to the Board of Trustees according to initial charge.

f. Appointment Facilitation

Consultant shall provide the following services:

- i. Facilitate communication between the finalist and the board/committee chair; and
- ii. Provide the College with comparative salary/benefit data.

g. Launch of Successful Executive Positions

Consultant shall provide the following services:

- i. Assist, as requested, with a public announcement of the appointment;
- ii. Facilitate, as requested, an initial planning and agenda-setting meeting with the College President
- iii. Provide appropriate transition-related consultation.

4. Consultant Participation

Consultant shall attend search committee meetings and ensure that all necessary agendas and supporting materials are prepared in advance of these meetings.

End of Text for Exhibit F

Exhibit G

Contractor's Proposal

Attached hereto and made a part of this Agreement as Exhibit G is Contractor's Proposal, dated April 6, 2017, submitted in response to the College's RFP No. R1700006.

Exhibit G

ACADEMIC SEARCH

**Request for Proposal
R17000006
Executive Search Services**

Due: April 6, 2017 at 12:00 PM EST



Celebrating 40 Years of Excellence

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Suffolk County Community College

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ACADEMIC SEARCH

1015 18th Street NW, Suite 510, Washington, DC 20036
(202) 332-4049
www.academic-search.com

TRANSMITTAL LETTER

April 4, 2017

Beatriz Castano
Administrative Director of Business Operations
Suffolk County Community College
533 College Road, Room 16, NFL Building
Selden, New York 11784-2899

Dear Ms. Castano:

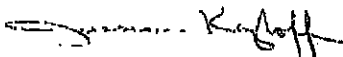
On behalf of Academic Search, I write to express our interest in again partnering with you as you prepare for your upcoming searches. We believe that our joint history of successfully identifying your past two presidents in combination with Academic Search's breadth of knowledge, methodical yet flexible approach, and accomplished consultants will again be an asset in finding highly qualified individuals.

With over 40 years of experience specializing in higher education searches, Academic Search again offers you our extensive experience and a broad collection of resources. You can continue to expect: (1) access to a deep and diverse network of highly qualified candidates; (2) a proven process that values collaboration and is built on trust; (3) an intimate understanding of what makes a successful executive academic leader; and (4) experience at the highest levels of post-secondary education with a commitment to quality and excellence.

We are delighted to offer several senior consultants to this assignment. Dr. Shirley Robinson Pippins will serve as the lead senior consultant and may be assisted by Dr. Jerry Israel or Ms. Kate Nolde as needed. I am confident that their decades of higher education experience along with Academic Search's proven approach will yield a search that produces outstanding candidates from whom to choose your next leader.

We appreciate the opportunity to present this information to you. We pride ourselves on our flexibility to customize our search process to address your particular needs and goals. It would be our pleasure to assist you with the very important responsibility of finding dynamic and visionary leaders for Suffolk County Community College.

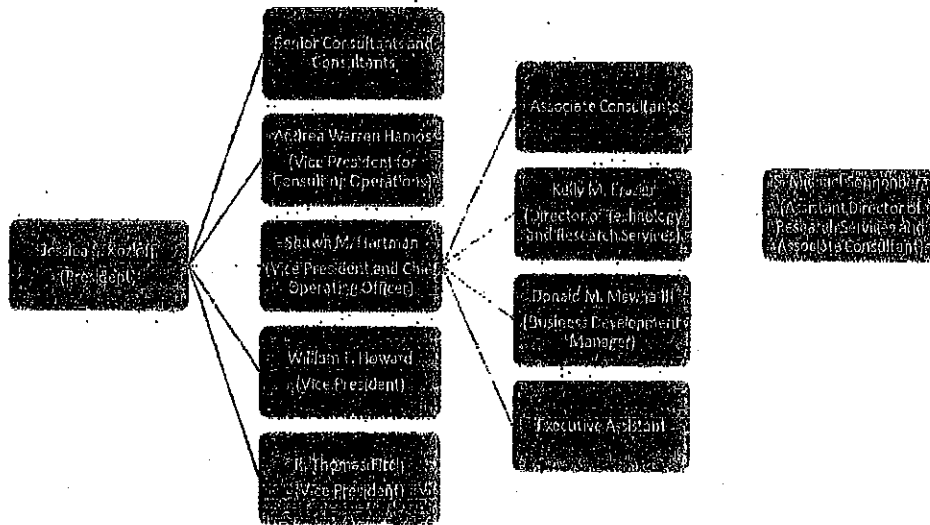
Sincerely,



Jessica S. Kozloff, Ph.D.
President of Academic Search, Inc.

1.a General Information and Company History

- i. **Company Name:** Academic Search, Inc.
Email: smh@academic-search.com
Main Address: 1015 18th Street NW, Suite 510
 Washington, DC 20036
Branch Offices: None
- ii. Academic Search is a for-profit corporation owned by the American Academic Leadership Institute (AALI), a not-for-profit leadership development organization. Dr. Jessica Kozloff serves as president and Mr. Shawn M. Hartman serves as Vice President and Chief Operating Officer. Neither have an ownership interest in the firm.
- iii. Founded in 1976, Academic Search is an executive search firm dedicated to serving higher education institutions and related organizations. From its beginning, Academic Search has had the ambitious goal to provide colleges, universities, and related organizations with highly professional, individually focused search services modeled on best practices in other sectors, which at the time was a new concept in higher education. Success was immediate. Academic Search established the standards on how to recruit the best and brightest academic leaders through a process that fosters a successful appointment. Through the years, it has also built a dossier of premier clients and earned a reputation for integrity, confidentiality, and excellence.
- iv. Academic Search has 11 full-time employees and 22 senior and associate consultants that do not work full-time but serve as needed for searches.



ACADEMIC SEARCH

- v. All of the work for Suffolk County Community College will be coordinated through the main office in Washington, D.C. Dr. Robinson Pippins, the lead senior consultant, is also based in Washington, D.C.
- vi. FY2016 Revenue: \$5,703,827
FY2015 Revenue: \$6,087,755
FY2014 Revenue: \$4,326,934
- vii. Academic Search has a dedicated graphic design artist that works with all of our searches. She helps produce the ad and profile once the content is approved by the campus. She will consult with appropriate Suffolk County Community College staff as needed for colors, logos, etc.

ACADEMIC SEARCH

1.b Expertise of Company and Personnel

i. Experience

Academic Search is one of the oldest search firms in the country dedicated exclusively to higher education. Over our forty years, we have conducted more than 600 searches for public institutions and another 900 searches for Independent Institutions. Our team understands the unique needs of the community college system.

Academic Search's success is measurable. In the past five years, 51 percent of all searches conducted by Academic Search have resulted in a female or minority appointee. All three senior consultants have experience with various level searches at community colleges.

Our five-year retention rate, defined as the percentage of appointees who remain in office for at least five years, is evidence of our careful attention to finding an "institutional fit":

- 88% of all presidential/chancellor appointees remain in office
- 75% of all vice presidential/chancellor appointees remain in office
- 79% of all dean appointees remain in office

Academic Search has conducted the following community college searches in the last five years:

Institution	Position Title
Belmont College	President
Clark State Community College	President
Clark State Community College	Vice President for Academic Affairs
Cuyahoga Community College	Dean of Creative Arts
Edison Community College	President
Harford Community College	President
Ivy Tech Community College - Columbus	Vice Chancellor for Academic Affairs
Ivy Tech Community College - Fort Wayne	Vice Chancellor for Academic Affairs
Lakeland Community College	Associate Provost for Enrollment Management
Lakeland Community College	Associate Provost for Teaching and Learning Effectiveness
Lakeland Community College	Executive Vice President and Provost and Dean of Faculty
Lakeland Community College	Executive Vice President and Provost
Nassau Community College	President
Ohio Association of Community Colleges	President and Chief Executive Officer

ACADEMIC SEARCH

This spring, Academic Search is completing the following searches:

Institution	Position Title
Accrediting Commission of Community and Junior Colleges (ACCJC)	Presidential and CEO
Borough of Manhattan Community College	Executive Director of Accelerated Studies in Associate Programs (ASAP)
Quinsigamond Community College	President

Ms. Nolde is completing the search at Borough of Manhattan Community College and Dr. Robinson Pippins is completing the Quinsigamond Community College search.

ii. References

Quinsigamond Community College (MA)

Presidential search conducted by Dr. Robinson Pippins
Sue Mailman
Chair of the Search Committee
President, Coghlin Electrical Contractors
(508) 793-0373
suemailman@coghlin.com

This search is scheduled to end in April 2017.

Edison Community College (OH) (2015)

Presidential search conducted by Dr. Jerry Israel
Darryl Mehaffie
Chair of the Search Committee
Former Chair of the Board of Trustees
(937) 778-7803
dmehaffie@woh.rr.com

Harford Community College (MD) (2015)

Presidential search conducted by Dr. Jerry Israel
Jay Valdes, Former Chair of the Board of Trustees
Chair of the Search Committee
(410) 733-2608
Jay.valdes@comcast.net

American Association for Community Colleges (AACC)

Presidential search conducted by Ms. Nolde
Dr. John (Ski) Sygelski (Currently President at Harrisburg Area Community College)
President
(717) 736-4100
ski@hacc.edu

Tidewater Community College, Portsmouth Campus

Provost search conducted by Ms. Nolde
Michelle Woodhouse
Provost (Campus CEO)
(757) 822-2124
mwoodhouse@tcc.edu

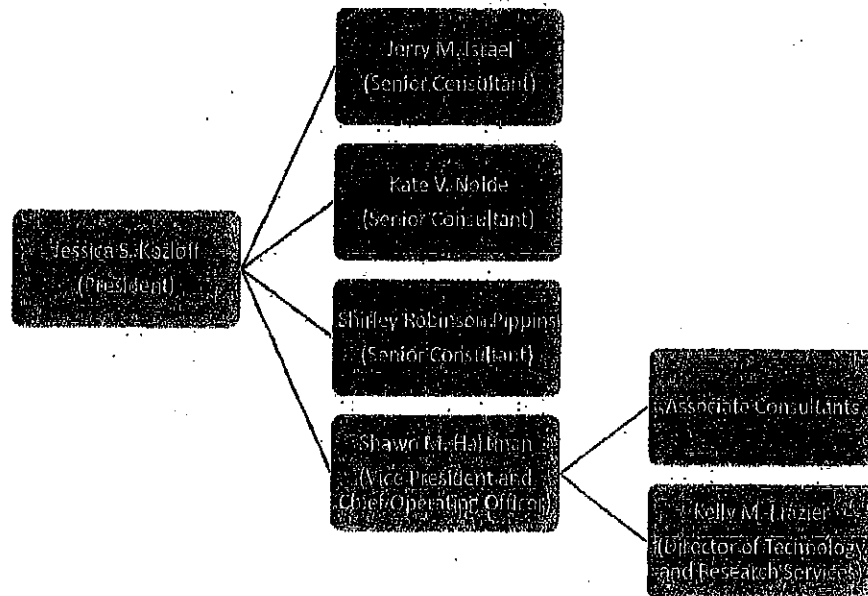
ACADEMIC SEARCH

iii. Staff Qualifications/ Resume

Each search will be lead by a senior consultant. They have the overall responsibility for the search. The management team, Dr. Kozloff and Mr. Hartman, are also available to assist the campus should there be a need.

Dr. Shirley Robinson Pippins will serve as the lead senior consultant for Suffolk County Community College. She will be assisted as needed by Dr. Jerry Israel and Ms. Kate Nolde, both senior consultants. Only one senior consultant will be assigned to a search. In addition to the senior consultants, who will serve as the primary contacts for Suffolk County Community College, the search will be supported by an associate consultant. Our associate consultants have extensive training in sourcing, networking, and candidate generation. They identify targets for initial outreach, maintain logs documenting each senior consultant's interactions with candidates, work with semifinalists on the logistics of their interviews with clients, compile information about select candidates, and manage administrative tasks throughout the search. In addition, they prepare written documents for searches and provide assistance to the senior consultants during committee meetings and semifinalist interviews. Biographies of our associate consultants can be found on our website at <https://academic-search.com/our-team>.

In addition to the senior consultants and associate consultants, Mr. Hartman will be responsible to answer any financial questions and supervises the entire team. Dr. Kozloff would be available should there be a particular question about a senior consultant. Ms. Kelly Frazier is our Director of Research and Technology Services. She assists the campus with technical issues and also supervises the associate consultants and serves as a resource for them.





**Shirley R. Pippins, Ed.D.
Lead Senior Consultant**

Dr. Pippins joined Academic Search in 2016. Prior to this consulting experience, Dr. Pippins served as president of three colleges (Thomas Nelson Community College in Hampton, Virginia, Suffolk County Community College in Long Island, New York, and Victory University, a small Christian, liberal arts institution in Memphis, Tennessee. Dr. Pippins has served on the Executive Committee of the American Association of Community Colleges. During her tenure, she served as Chair of the Audit and Finance Committee.

The institutions led by Dr. Pippins have shared Suffolk's commitment to academic excellence and student success. The community colleges she led have been leaders in workforce and economic development for their regions, with strong corporate partnerships leading to funding for workforce development centers and related facilities

Dr. Pippins has also served as a Sr. Vice President of Programs and Services at the American Council on Education (ACE). These programs and services included Spectrum, the Office for Women and the Center for the Advancement of Racial and Ethnic Equity. In volunteer leadership roles, she served as the two (2) time chair of the Commission for Women at the American Council on Education (ACE). Dr. Pippins is currently Vice Chair of HERS, an organization dedicated to creating and sustaining a diverse pool of women leaders in higher education.

Dr. Pippins has been actively involved in identifying and developing talent necessary to achieve and sustain excellence in higher education. Dr. Pippins currently serves as faculty for The Executive Leadership Academy (ELA) with UC Berkley. The program provides opportunities for the strategic development of the talent pool for higher education. Recently Dr. Pippins began supporting ACE's Regional Women's Leadership Forums, designed for mid-level women administrators, and ACE's Spectrum Aspiring Leadership Program. The Spectrum program focuses on developing a diverse pool of mid-level managers. Dr. Pippins recently worked with former AACC leaders to design and provide a leadership opportunity for women leaders through A2MEND.

Over the course of her career, Dr. Pippins has identified and/or developed talented individuals for leadership positions including presidents, vice presidents, and deans. She holds and an Ed.D. from Columbia University Teachers College, a M.A.T. from Manhattanville College, and a M.A. from the University of Illinois. Dr. Pippins is a graduate of Harvard's I.E.M. program and a Phi Beta Kappa graduate of the University of Illinois.

Dr. Robinson Pippins is completing her first two searches:

Institution	Position
Norwich University	Provost and Dean of the Faculty
Quinsigamond Community College	President

Brief Resume for: **SHIRLEY ROBINSON PIPPINS**
c/o Academic Search, Inc.
1015 18th Street NW, Suite 510
Washington, DC 20036

EDUCATION

SUNY Empire State College, Doctor of Humanities (H.D.)
St. Joseph's College, Doctor of Laws (H.D.)
Harvard University, Institute for Educational Management
Columbia University, Teachers College, Ed.D.
Columbia University, Teachers College, M.A.
Manhattanville College, M.A.T.
University of Illinois, M.A., Psychology
University of Illinois, B.A., Psychology, Phi Beta Kappa

CERTIFICATIONS

Certified as Life Skills Educator
Permanent New York State Teaching Certificate N-8

SUMMARY OF ADMINISTRATIVE POSITIONS

President, Victory University – Memphis, Tennessee – 2011 to 2014

Senior Vice President for Programs & Services, American Council on Education – Washington, D.C. – 2009 to 2011

President, Suffolk County Community College – Long Island, New York – 2003 to 2009

President, Thomas Nelson Community College – Hampton, Virginia – 1995 to 2003

Vice President and Dean, Adult and Continuing Education Programs and the Educational Opportunity Center (EOC), Westchester Community College – Valhalla, New York – 1991 to 1995

Associate Dean of Community Services, Adult and Continuing Education, Westchester Community College Valhalla, New York – 1986 to 1991

Director of Corporate Education Programs, Westchester Community College – Valhalla, New York – 1984 to 1986

Director, Office of Employment and Training, County of Westchester – White Plains, New York – 1980 to 1984

Director of Program Development, Westchester County Personnel Department – White Plains, New York – 1979

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Program Administrator, Child Development Programs, Westchester County Youth Bureau – White Plains, New York – 1975 to 1979

Educational Director, James Weldon Johnson Head Start – New York, New York – 1974 to 1975

Instructor of Special Education, Follow-Through Project Manager, University of Oregon – Eugene, Oregon 1970 to 1972



Jerry M. Israel, Ph.D.
Senior Consultant

Dr. Israel is the former president of the University of Indianapolis, Morningside College and Lambuth University and a veteran higher education leader with a wide array of expertise. Prior to his college and university presidencies, Dr. Israel held multiple academic and administrative posts at United Methodist institutions, from chair of the history department at Illinois Wesleyan University to Academic Dean of that institution and Simpson College. In twenty-five years as a Chief Academic Officer and President, Dr. Israel hired dozens of academic and administrative leaders at every level. Since retiring from the University of Indianapolis, his consulting career branched out into executive placements and searches for the Registry of College and University Presidents. Dr. Israel has facilitated the hiring of Interim Chief Academic, Business and Enrollment Officers as well as Deans in a variety of programs.

Dr. Israel assumed operational command as Vice President of the Registry's start-up boutique permanent affiliate, MMC Search Partners. In the summer of 2013, he led the MMC effort in hiring the new President of the Community College of Denver. He also directed searches for a president of the American University of Phnom Penh (Cambodia) and the Vice President of Development at Harcum College in Philadelphia. Dr. Israel joined Academic Search in 2014. He is a prolific writer and speaker on higher education issues, and has served on a host of education boards and commissions focusing on developing innovative and progressive approaches in higher education leadership. His recent book, *The 75 Biggest Myths About College Admissions*, was published by Sourcebooks.

Dr. Israel is currently conducting the Dean of Business search at Drury University. He has previously completed the following searches:

Institution	Position Title
Aurora University	Director of the Wackerlin Center for Faith and Action/Chaplin
Aurora University	Executive Director of the School of Nursing
Edison Community College	President
Gannon University	Vice President for Academic Affairs

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Gannon University	Director of Physical Therapy
Harford Community College	President
Hodges University	President
Wright State University	President

Brief Resume for: *Dr. Jerry Israel*
 c/o Academic Search, Inc.
 1015 18th Street NW, Suite 510
 Washington, DC 20036

Current Position

Senior Consultant, Academic Search Inc.

Past Executive Positions

Vice President, Registry for College and University Presidents
 Interim President, Lambuth University
 President, University of Indianapolis
 President, Morningside College
 Dean of the College, Simpson College
 Illinois Wesleyan University
 Acting Dean
 Associate Dean
 Director, Social Science Division
 Chair, History Department

Recent Consulting Assignments

Albany State University: Managed strategic planning development, implementation, and evaluation

Alvernia University: Performed community engagement study
 Advised Centers of Excellence start-up
 Staffed integrated marketing/enrollment management planning

Antioch University: Participated in board/alumni crisis management efforts

Colorado Board of Regents: Led retreats

Hodges University: Developed institutional partnerships

Trine University: Facilitated Board retreat on name change
 Helped develop Arizona campus

Webster University: Advisor on international program expansion

Other Leadership Experience

Chair, Northcentral University, Board of Trustees
Chair, Independent Colleges of Indiana
Consultant/Evaluator, Higher Learning Commission
Evaluator, United Methodist University Senate
Consultant, National Endowment for the Humanities

Education

Harvard University, Institute for Educational Management
Rutgers University, Ph.D.
University of Michigan, M.A.
New York University, B.A., Phi Beta Kappa

Teaching (United States and Asian History)

Illinois Wesleyan University
Northern Illinois University
University of Texas, El Paso
University of Pittsburgh

Publications

The 75 Biggest Myths About College Admissions, Sourcebooks, Inc.

Ed., *America Views China: American Images of China Then and Now*, Lehigh University Press

Ed., *Building the Organizational Society: Essays on Associational Activities in Modern America*, Free Press

Progressivism and the Open Door: America and China, 1905-1921, University of Pittsburgh Press

"Midwestern Small Cities: Building an Integrated Social Science Curriculum," *American Historical Association Newsletter*

"The State Department," *Scribner's Encyclopedia of the History of American Foreign Policy*

"Mao's Mr. America: Edgar Snow's Images of China," *Pacific Historical Review*

"The Missionary Catalyst: Bishop James W. Bashford and the Social Gospel in China," *Methodist History*

A biographical sketch of Dwight Filley Davis in the *Dictionary of American Biography*

"For God, for China and for Yale, The Open Door in Action," *American Historical Review*

"Muckrake and Manchu. Images of China in the American Press, 1900-1912," *Journal of the Rutgers University Library*



Kate V. Nolde
Senior Consultant

Ms. Nolde has assisted clients in hundreds of searches across the administrative layers of higher education, giving her an in-depth understanding of the varying functions of leadership within the administrative and academic structure. She brings to her clients knowledge of the essential leadership qualities necessary for different environments, and a consultative style that emphasizes listening, inclusion, transparency, and persistence. In her more than 18 years of experience in executive recruitment for higher education, she has developed a network of education administrators extending across the country and at all cabinet level positions.

Ms. Nolde has personally interviewed hundreds of professionals and provided counsel and support in partnership with boards of trustees, presidents, vice presidents, deans and search committees. For every search in which she has the honor to partner, Ms. Nolde leverages her experience to provide clients the tools they need to succeed with a commitment to a successful outcome.

Ms. Nolde has completed executive searches for the following colleges and universities:

Institution	State	Position
Alfred State College, SUNY	NY	President
American Association of Community Colleges	DC	President
Beloit College	WI	Director of Major Gifts
Bloomsburg University	PA	Director of Development
Bloomsburg University	PA	Vice President for University Advancement
Borough of Manhattan Community College	NY	Vice President for Enrollment Management
Borough of Manhattan Community College	NY	Dean of Institutional Effectiveness and Strategic Planning
Borough of Manhattan Community College	NY	Chief Information Officer
Borough of Manhattan Community College	NY	Senior Vice President/Provost
Briar Cliff University	IA	President
California University of Pennsylvania	PA	President
Central Pennsylvania College	PA	President
Community College of Philadelphia	PA	Dean of Enrollment Management
Culver-Stockton University	MO	Vice President for Academic Affairs
Delaware Valley College	PA	Vice President for Enrollment Management

Delaware Valley College	PA	Dean of Business and Humanities
Delaware Valley College	PA	President
Delaware Valley College	PA	Provost
Delaware Valley College	PA	Vice President for Institutional Advancement
Delaware Valley College	PA	Vice President of Finance
Gannon University	PA	Provost
Harrisburg Area Community College	PA	Provost
Kendall College of Art and Design	MI	President
Kutztown University	PA	Vice President for Advancement
Lackawanna College	PA	President
Lebanon Valley College	PA	Associate Dean for Continuing Education
Linfield College	OR	Associate Vice President for Advancement
Meredith College	NC	Dean, College of Business
Meredith College	NC	Provost
Monroe Community College	NY	Vice President for Student Services
Montgomery County Community College	PA	Executive Dean, West Campus
Montgomery County Community College	PA	Dean of Science, Technology, Engineering and Math
Montgomery County Community College	PA	Dean of Arts and Humanities
Montgomery County Community College	PA	Director of the Culinary Arts Institute
Montgomery County Community College	PA	Dean, Business and Entrepreneurial Innovation
Muskingum University	OH	Vice President for Institutional Advancement
Nebraska Wesleyan University	NE	Associate Vice President for Advancement
Rochester Community and Technical College	MN	President
Stillman University	AL	Vice President for Institutional Advancement
SUNY Delhi	NY	President
Three Rivers Community College	CT	President
Tidewater Community College	VA	Provost, Norfolk Campus
University of the District of Columbia	DC	Dean, College of Business and Public Administration
University of the District of Columbia	DC	Dean, College of Business

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University of the District of Columbia	DC	Dean, Arts and Sciences
Wells College	NY	Director of Development

Brief Resume for: **Kate Nolde**
 c/o Academic Search, Inc.
 1015 18th Street NW, Suite 510
 Washington, DC 20036

Professional summary:

With 18 years of experience in higher education executive recruitment, it is my continued goal to provide superior recruitment counsel to colleges and universities across the U.S. Over my years of service to this industry, I have developed the specialized skills and distinct experience necessary to provide counsel and guidance to senior executives, presidents, board members, and search committees as we together successfully complete searches with excellent placements of presidents, vice presidents and provosts, deans, and other leadership positions. It is my desire to continue to contribute to higher education through the executive search service, allowing me the opportunity to see the successful growth and commitment to mission of client institutions in higher education.

Professional Experience:

Academic Search

Senior Consultant 2016 - present As Senior Consultant, I provide expert counsel and expertise to clients in higher education at both public and private institutions across the United States. With more than 19 years of experience serving as an executive recruiter, my interaction with both the client and candidate brings a level of trust and understanding to the search process. Search expertise ranges from presidential to directorship and vice president to dean. Clients range from community college to public four-year and independent and faith-based private colleges and universities. My reputation for commitment and success has allowed my network of professionals in higher education to expand across the academic and administrative spectrum. I believe firmly in transparency, asking probing questions, building consensus, and I have been described by clients and candidates as being thorough, informed, honest, respectful, and concerned.

RPA Inc.

1998 - 2016

Vice President and Senior Consultant

2011 - 2016

As *Vice President*, I led sales and was "face" of RPA Inc. at conferences and for sales calls. My role as *Senior Consultant* included responsibility for closing sales opportunities for which I would provide leadership for searches. As the lead consultant, I successfully completed searches for presidents, vice presidents, directors and Deans at public and private, two-and four-year colleges and universities.

This role included full responsibility for the entire search process including but not limited to:

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- visiting campus to assess the needs and learn more about the environment and opportunity, meet with the search committee to orient them to the search process
- creation of a marketing plan to announce the search
- creation of the job description and search prospectus for use in recruiting candidates

- providing guidance and support to the search committee
- recruiting and interviewing leading candidates
- participation in neutral-site interviews
- conducting extensive reference checking
- appropriately stewarding candidates at all statuses in the search
- assisting with the offer to be made to the leading candidate.

Other responsibilities:

- All sales and marketing activity for the firm, including writing of new material and shaping of sales and marketing plans.
- Responsible for sales solely from 2007 until October of 2014 (medical leave) for the entire company including securing contracts for inside and outside Senior Consultants.
- Prepare for and attended, in person, sales visits as necessary
- Nurture and maintain new and repeat client relationships
- Thorough research of open positions, reached out to institutional leadership to sell RPA Inc. services and promote success of firm
- Respond to all sales inquiries
- Created marketing plan for email campaigns at specific periods during the year
- Respond to and create language for responses to RFPs.
- Participation in senior leadership meetings.
- Representation of firm at conferences (CIC 2007-2016, AACC 2012-2016, and others).

Accomplishments: During the seven years in which I led sales alone, RPA Inc. experienced its largest increase in income and its best three years ('11, '12 '13) of income. Our list of new clients grew, as well as a 40% continuance of repeat business. Our RPF turnaround was also at its highest. I oversaw the process of creating new marketing material for use in sales as well as at conferences.

Associate Vice President

2007-2011

Responsibilities included:

- Sales and marketing - as noted in the above section.
- Provided support to Senior Consultants as a recruitment specialist/ inside office representative for a search.
- Managed the full life-cycle of a search, including all office support, management of candidate correspondence and materials, creation of advertisements and job profiles, writing update reports for the client, and assisting the lead consultant with interview scheduling reference checking, and other support.
- Participated in company management to assess productivity, discuss client issues, make decisions about important company matters such as new hires, pricing of searches, organizational change, and market presence.

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Director of Executive Recruitment

2000 – 2007

Responsibilities:

- Hired, evaluated, trained, and oversaw the performance of four full-time and two part-time recruitment specialists.
- Oversaw the database operation.
- Managed the company calendar, both inside and outside company activity, including the timing of search projects to assure appropriate attention was given to each search assignment.
- Managed all client communication.
- Managed the president of the firm's schedule.
- Managed all of the president's travel arrangements.
- Served as a recruitment specialist, supporting lead consultants on search projects.

Activities included:

- Creating advertisements and job profiles
- Managing the network outreach to assure appropriate prospective candidates were contacted about a search
- Recruited, evaluated, and conducted preliminary interviews with candidates
- Handled all nominations appropriately, including thanking the nominator and contacting the nominees
- Managed the stewardship of candidates, keeping each informed of their status in the search at each milestone
- Conducted reference checking on top candidates
- Scheduled candidate interviews with lead consultant as well as on campus
- Provided regular written reports on the search status to the client
- Managed the activities at the close of the search, including notifying candidates that the search closed.
- Completed all necessary reporting in the company database.

Associate Director of Executive Recruitment

1998-2000

Responsibilities:

- Assisted in data entry for upcoming searches.
- Made networking telephone calls to reach potential candidates about opportunities.
- Review applicants' resumes and make recommendations as to a potential group of qualified semi-finalists.
- Interview (via telephone) possible semi-finalists to gain a greater understanding of their backgrounds and experiences.
- Participate in conference calls with clients to guide them in their selection of a defined group of semi-finalists.
- Assemble travel folders for face-to-face interviews with the semi-finalists.
- Perform telephone reference interviews on semi-final candidates.

Education:

Bloomsburg University, BA in Communication Studies, 3.89 GPA

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Dr. Eric W. Richtmyer
Senior Consultant

Dr. Richtmyer joined Academic Search in 2014. Prior to becoming a member of the firm, Dr. Richtmyer taught at the Maryland Institute College of Art, Colorado Mesa University, Concordia University-Saint Paul, and the University of Minnesota. Additionally, he has served as a project manager at the Association of Governing Boards of Universities and Colleges, where he coordinated the development AGBU, an online web portal for disseminating best practices related to higher education governance. Dr. Richtmyer earned a Ph.D. in history at the University of Minnesota, and has presented his research at regional, national and international conferences. Dr. Richtmyer also holds an MBA with a concentration in marketing from Johns Hopkins University, and a BA in history from The Ohio State University. He is located in our DC office.

Dr. Richtmyer brings significant experience conducting community college searches. In the last three years, Dr. Richtmyer has facilitated seven presidential searches, three of which were community college presidencies. His experience at Edison Community College (OH), Harford Community College (MD), and Nassau Community College has prepared him to assist Quinsigamond Community College.

In addition to his search work, Dr. Richtmyer is also active in leadership development. He has been a speaker at the American Council on Education (ACE) Women's Leadership Forum, as well as a participant in several of the AALI's leadership development programs, including the Executive Leadership Academy, and the Senior Leadership Academy.

Since joining the firm in 2014, Dr. Richtmyer has assisted in facilitating the following searches:

Institution	Position Title
Aurora University	Director of the Wackerlin Center for Faith and Action/Chaplin
Aurora University	Executive Director of the School of Nursing
Baldwin Wallace University	Vice President for Enrollment Management
Caldwell University	Vice President for Academic Affairs
Christopher Newport University	Dean of the Joseph W. Luter III School of Business
College of Saint Elizabeth	Vice President and Dean of Academic Affairs
CUNY College of Staten Island	Provost
Eastern Michigan University	Provost and Executive Vice President for Academic and Student Affairs
Edison Community College	President
Fort Lewis College	Dean of the School of Business Administration

Harford Community College	President
Hodges University	President
Howard University	Vice President for Student Affairs
Humboldt State University	Dean of Natural Resources and Sciences
Indiana State University	Vice President for Student Affairs
Lock Haven University of Pennsylvania	Director of Admissions
McMurry University	Dean of the Business School
Midwestern State University	President
Nassau Community College	President
Pacific Northwest College of Art	President
Shepherd University	President
SUNY New Paltz	Dean of the School of Fine and Performing Arts
University of Minnesota Duluth	Executive Vice Chancellor for Academic Affairs
University of the Pacific	Director of the Center for Teaching and Learning
University of the Pacific	Director of Media X

This spring, Dr. Richtmyer is scheduled to complete the following searches:

Institution	Position Title
Eastern Michigan University	Dean of the College of Arts and Sciences
Lock Haven University of Pennsylvania	Dean of the College of Liberal Arts and Education
Quinsigamond Community College	President
University of Maryland Baltimore County	Director of Procurement
University of the Pacific	Dean of the Graduate School
West Chester University	University Librarian

Eric Richtmyer, PhD

Education

Master of Business Administration, Johns Hopkins University, 2014

Doctor of Philosophy in History, University of Minnesota, 2010

Bachelor of Arts in History, The Ohio State University, 2001

Professional Experience

Consultant

June 2014 – Present

Academic Search Inc., Washington, DC

- Provided executive search services to institutions of higher education in partnership with Senior Consultants

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- Responsibilities include operational management of search services
- Participation in the strategic management of search services, including design and implementation of search strategy, coordination with search committee, analysis of institutional needs, recruitment, candidate evaluation, and facilitation of appointment
- Clients include Aurora University, Baldwin Wallace University, Caldwell University, Christopher Newport University, CUNY College of Staten Island, Edison Community College, Indiana State University, Midwestern State University, and SUNY New Paltz
- Assisted in the search for positions including President, Provost/Vice President for Academic Affairs, Vice President for Enrollment Management, Vice President for Student Affairs, Dean of Business, Dean of Fine and Performing Arts, and Executive Director of Nursing
- Participated in higher education leadership development programs including the ACE Women's Leadership Forum

Marketing Intern | Project Manager

Sept 2013 – May 2014

Association of Governing Boards of Universities and Colleges, Washington, DC

- Served as project manager for AGBU, an on-demand online resource center for higher education non-profit association
- Managed project team of nine, including budget and performance oversight
- Provided strategic direction and continue to implement staged plan
- Developed materials for use in consulting engagements by AGB Consulting

Part-Time Faculty, Department of Humanistic Studies

Aug 2012 – May 2014

Maryland Institute College of Art, Baltimore, MD

- Designed and instructed graduate and undergraduate level courses on politics and globalization
- Established course collaboration with Johns Hopkins Department of Political Science
- Received highest evaluation in department, with 95% Excellent rating

Subject Matter Expert / Consultant

June 2011 – Aug 2012

Cengage Learning, Inc., Wellesley, MA

- Researched and wrote entries for online World History CourseReader and Western Civilization CourseReader for use in undergraduate courses

Full-Time Faculty, Department of Social and Behavioral Sciences

Aug 2010 – May 2011

Colorado Mesa University, Grand Junction, CO

- Designed and instructed undergraduate courses from introductory to senior level on history and globalization
- Created undergraduate writing curriculum, resulting in 20% increase in student scores based on departmental metrics
- Received Merit Award from Office of President for High Proficiency; invited to advise campus Veterans Club

Graduate Instructor, Institute for Global Studies/Department of History

Jan 2006 – May 2010

University of Minnesota, Minneapolis, MN

- Designed and instructed undergraduate courses from introductory to senior level on history and globalization
- Advised senior thesis projects with 95% completion rate
- Participated in planning, organizing, and implementing outreach program for team-taught Course in Collaboration
- Created joint faculty-student collective for sharing best practices in teaching
- Supervised graduate student workers
- Received Murphy Prize for excellence in teaching

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Teaching Assistant, Institute for Global Studies/Department of History
Sept 2002 – Dec 2005

University of Minnesota, Minneapolis, MN

- Led discussion sections for undergraduate lecture courses, including honors sections

Additional Experience

Discovery to Market Project

Jan 2013 – Dec 2013

Johns Hopkins Carey Business School, Baltimore, MD

- Worked with Johns Hopkins faculty to commercialize research inventions

Innovation for Humanity Project

Aug 2012 – Feb 2013

Johns Hopkins Carey Business School, Baltimore, MD & Hyderabad

- Served as consultant to Innova Children's Heart Hospital
- Provided strategic, financial, and marketing advice to improve revenue growth

Volunteer Tutor

Jan 2010 – May 2010

The FATHER Project, Minneapolis, MN

- Tutored adult learners in preparation for GED examinations at educational non-profit

General Quarters Enumerator

Jan 2010 – Apr 2010

US Census, Minneapolis, MN

- Engaged with homeless and transient populations to ensure accurate reporting on the 2010 US Census

Administrative Assistant

Sept 2007 – Mar 2008

University of Minnesota, Minneapolis, MN

- Provided administrative support for director of Center for Early Modern History
- Wrote and copy edited print and email correspondence for the CEMH and for the director's signature

Research Assistant

May 2006 – Aug 2006

University of Minnesota, Minneapolis, MN

- Advised faculty on creation of website attached to Institute for Global Studies
- Designed and maintained website for student, staff and faculty use

Web Copy Writer

Nov 2004 – Dec 2005

Big Blue Whale, Inc., Minneapolis, MN

- Wrote and copy edited platform articles for an internet marketing firm
- Conducted web research, then analyzed and assimilated that information for the creation of platform articles

iv. College/County Contracts

Academic Search has not had any contracts with the county or college in the last five years.

v. Supplemental Information

Academic Search brings deep, specialized experience assisting colleges, universities, and other education-related institutions by adhering to a number of best practices and principles. We believe that by working collaboratively with Suffolk County Community College to tailor the search to the distinctive needs and expectations of the College, we can successfully recruit outstanding candidates from whom you will choose your next campus leaders. We perform all consulting assignments—including research, administrative, and logistical support—diligently and with an appropriate degree of knowledge, thoroughness, and urgency.

Academic Search values diversity in thought and action and is committed to building a pool of candidates that exemplifies the commitment of Suffolk County Community College to diversity and inclusion. We have assisted in searches for executives at historically black colleges and universities, know successful leaders of color at many institutions, and have built a network and record of success in the recruitment of underrepresented groups. We support (financially and personally) national association efforts in attracting women, persons of color, and underrepresented groups to higher education leadership who have the skills and experiences sought by Suffolk County Community College. Our work with ACE's Spectrum Aspiring Leadership Programs and the Executive Leadership Program through UC Berkeley strengthen our efforts in this area.

One of our major advantages in this regard is our relationship with the American Academic Leadership Institute (AALI). Academic Search provides financial support to AALI, which then gives grants to programs such as the Millennium Leadership Institute, a year-long educational program for people of color and women who have been identified by their home institutions as up-and-coming leaders. Academic Search not only provides significant funds to mitigate the costs of these programs, but our consultants serve as pro-bono faculty members. We have a similar relationship with the American Council on Education in support of its leadership programs, getting to know the participants in its "increasing the pipeline" diversity efforts.

In developing a diverse pool of candidates, the senior consultant calls on the heads of various professional associations, foundations, and organizations with special links to underrepresented populations to nominate or suggest aspiring leaders as candidates. In many of our academic searches, these calls would include, for example, but are not limited to leaders from Harvard's IEM and MDP Programs, the Lincoln Institute for Research and Education, National Council on Black American Affairs, Hispanic Association of Colleges and Universities, AACCC John E. Roueche Future Leaders Institute, League for Innovation, American Indian College Fund, American Association of Hispanics in Higher Education, National Indian Education Association, NAACP, HERS Institute, the Kaleidoscope Institute, and the ACE Inclusive Excellence Group.

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Finally, we carefully craft an advertising plan that reaches a national audience and also specifically targets underrepresented populations. The plan for Suffolk County Community College would include publications such as *The Chronicle of Higher Education*, *Hispanic Outlook*, *Journal of Blacks in Higher Education*, *Women in Higher Education*, *Diverse Jobs*, *Inside Higher Ed*, *Higher Ed Jobs* and other specialty publications we identify with you as relevant to the position.

◆ 1.c Quality Control

i. Operational Plan

The Academic Search senior consultant has the overall responsibility for the search. S/he is supported by the professional team in Washington, D.C. The senior consultant and the associate consultant are in continuous contact throughout the search process. This facilitates continuity and quality control. Each search is customized using the data acquired during the initial listening sessions and on-campus visits. Listening sessions are conducted for all constituencies of the participating institution. At any time, the search committee chair can reach out to Dr. Kozloff or Mr. Hartman.

ii. Record and Reporting Systems

At the end of each search, an audit is completed to ensure that all of the documents are saved onto our file server. All records will be preserved for at least five years. The system is backed up nightly.

iii. Operating Problems

Academic Search has not experienced any operating problems in the last five years. We continue to add new senior consultants such as Dr. Pippins and Ms. Nolde to add to the depth of the talent we have. As you can see from our revenue numbers, we continue to increase our search load. At the end of each search, we conduct a client survey. That survey shows that 100% of the respondents would recommend Academic Search to a colleague or use our services again.

◆ 1.d Financial Viability

i. Financial Statements

We consider the following information proprietary and confidential. We request written notification prior to releasing this section.

ACADEMIC SEARCH

**Entire Report Confidential/Proprietary and
Not for Public Release**

AMERICAN ACADEMIC
LEADERSHIP INSTITUTE, INC.
AND AFFILIATE

Consolidated Financial Statements
For the Years Ended June 30, 2016 and 2015
and
Report Thereon

LANE & COMPANY
CERTIFIED PUBLIC ACCOUNTANTS

Independent Auditor's Report

To the Board of Directors of the
American Academic Leadership Institute, Inc. and Affiliate

We have audited the accompanying consolidated financial statements of the American Academic Leadership Institute, Inc. and Affiliate (the Organization), which comprise the statements of financial position as of June 30, 2016 and 2015, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

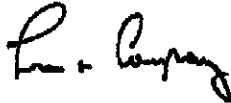
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of June 30, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The consolidating schedule of financial position for the year ended June 30, 2016, and the related consolidating schedules of activities and cash flows for the year then ended, on pages 13 to 15, are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audits of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements taken as a whole.



Washington, D.C., USA
January 7, 2017

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Consolidated Statements of Financial Position
 June 30, 2016 and 2015

	<u>2016</u>	<u>2015</u>
ASSETS		
Cash and cash equivalents	\$ 1,102,446	\$ 1,247,330
Accounts receivable	600,135	328,772
Prepaid expenses and deposits	35,963	94,828
Total current assets	<u>1,738,544</u>	<u>1,670,930</u>
Investments	2,950,630	2,560,932
Furniture & equipment	298,645	298,645
Leasehold improvements	—	101,108
Total property & equipment	298,645	399,753
Accumulated depreciation	<u>(289,026)</u>	<u>(378,250)</u>
Property & equipment, net	<u>9,619</u>	<u>21,503</u>
Total assets	<u>\$ 4,698,793</u>	<u>\$ 4,253,365</u>
LIABILITIES, NET ASSETS AND STOCKHOLDER'S EQUITY		
Accounts payable and accrued expenses	\$ 309,830	\$ 200,021
Deferred revenue	407,204	280,950
Other liabilities	62,013	10,695
Total current liabilities	<u>779,047</u>	<u>491,666</u>
Net assets, unrestricted	<u>3,919,746</u>	<u>3,761,699</u>
Total liabilities, net assets and stockholder's equity	<u>\$ 4,698,793</u>	<u>\$ 4,253,365</u>

The accompanying notes are an integral part of these financial statements.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
Consolidated Statements of Activities
For the Years Ended June 30, 2016 and 2015

	<u>2016</u>	<u>2015</u>
REVENUE		
Client fees	\$ 4,725,251	\$ 4,232,567
Client reimbursements	1,087,317	947,666
Dividends and interest	89,427	55,198
Other	2,047	3,111
Total operating revenue	<u>5,904,042</u>	<u>5,238,542</u>
OPERATING EXPENSES		
Consulting fees	1,456,949	1,206,569
Salaries	1,371,740	1,307,566
Reimbursement - client expenses	1,087,317	947,666
Research	120,873	93,717
Employee benefits	311,727	312,689
Program activities expense	200,000	200,000
Professional fees	78,276	82,867
Meetings expense	91,255	101,905
Rent	144,097	196,424
Advertising & promotions	128,655	101,745
Payroll taxes	90,380	93,687
Depreciation expense	11,884	13,271
Technology	78,803	89,786
Travel	57,662	61,491
Telephone	3,017	15,414
Dues & subscriptions	3,347	16,885
Insurance	24,725	31,367
Postage & delivery	12,819	10,947
Supplies	11,544	9,067
Equipment rental	2,425	1,964
Printing	16,648	10,921
Bank service charges	2,195	2,780
Interest expense	43	265
Repairs & maintenance	106	2,466
Miscellaneous	20,773	4,538
Total operating expenses	<u>5,327,260</u>	<u>4,915,997</u>
Change in net assets from operations	576,782	322,545
Other changes		
Provision for income taxes	(349,703)	(269,642)
Realized and unrealized gains/(losses) on investments	<u>(69,032)</u>	<u>(14,671)</u>
Change in net assets	158,047	38,232
Net assets, Beginning of Year	<u>3,761,699</u>	<u>3,723,467</u>
Net assets, End of Year	<u>\$ 3,919,746</u>	<u>\$ 3,761,699</u>

The accompanying notes are an integral
part of these financial statements.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE

Consolidated Statements of Cash Flows
For the Years Ended June 30, 2016 and 2015

	<u>2016</u>	<u>2015</u>
Cash flows from operating activities		
Change in net assets	\$ 158,047	\$ 38,232
Adjustments to reconcile change in net assets to net cash provided by/(used in) operating activities		
Depreciation expense	11,884	13,272
Realized and unrealized (gains)/losses on investments	69,032	14,671
Changes in assets and liabilities		
Accounts receivable	(263,234)	27,867
Prepaid expenses and deposits	58,865	24,181
Accounts payable and accrued expenses	101,680	(16,346)
Deferred revenue	126,254	66,683
Other liabilities	51,318	(100,840)
Net cash flows provided by/(used in) operating activities	<u>313,845</u>	<u>67,720</u>
Cash flows provided by/(used in) investing activities		
Purchase of marketable securities	(569,712)	(68,297)
Proceeds from the sale of marketable securities	110,982	213,256
Purchases of property and equipment	--	(2,273)
Net cash flows provided by/(used in) investing activities	<u>(458,730)</u>	<u>142,686</u>
Change in cash and cash equivalents	(144,884)	210,406
Cash and equivalents, Beginning of Year	<u>1,247,330</u>	<u>1,036,924</u>
Cash and equivalents, End of Year	<u>\$ 1,102,446</u>	<u>\$ 1,247,330</u>
Supplemental Disclosure:		
Cash paid during the year for:		
Income Taxes	<u>\$ 372,415</u>	<u>\$ 216,770</u>
Interest	<u>\$ 43</u>	<u>\$ 265</u>

The accompanying notes are an integral part of these financial statements.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
Notes to Consolidated Financial Statements
June 30, 2016 and 2015

1. Organization

The American Academic Leadership Institute, Inc. (AALI) is a non-profit organization whose purposes include, but are not limited to: (1) identification and development of academic leadership talent; (2) provision of programs, initiatives and assistance for academic leaders in various administrative positions enabling them to be successful in their roles and to advance the institutions they serve; and, (3) consultation to academic leaders and boards of trustees concerning the issues facing higher education and its governance.

Academic Search, Inc. (AS, Inc.) is AALI's wholly owned, for-profit subsidiary. AS, Inc.'s purpose is to provide assistance to academic institutions during periods of administrative leadership transition. Academic Search, Inc. was incorporated in Delaware on June 12, 2006 and began operations on July 1, 2006.

2. Summary of Significant Accounting Policies

Principles of Consolidation

The consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America and, as a result, all significant intercompany balances and transactions have been eliminated in consolidation.

Basis of Accounting

AALI and AS, Inc. prepare their consolidated financial statements on the accrual basis of accounting. Consequently, revenue is recognized when earned and expenses when the obligations are incurred.

Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE

Notes to Consolidated Financial Statements

June 30, 2016 and 2015

2. Summary of Significant Accounting Policies (continued)

Income Tax Status

AALI is a non-profit organization incorporated in Washington, D.C. and is exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code. AALI is an IRS Code Section 509(a)(3) supporting organization, supporting the American Association of State Colleges and Universities and the Council of Independent Colleges. Their status was confirmed by a letter from the Internal Revenue Service dated January 18, 2008. Management annually reviews its tax positions and has determined that there are no material uncertain tax positions that require recognition on the financial statements.

AS, Inc. is a for-profit organization incorporated in Delaware and is subject to Federal and State income taxes.

Cash Equivalents

For financial statement purposes AALI and AS, Inc. consider all highly liquid investments with an initial maturity of three months or less to be cash and cash equivalents except for money market funds held in the investment accounts. Cash in excess of Federal Deposit Insurance Corporation (FDIC) insured limits total \$587,593 and \$895,296 as of June 30, 2016 and 2015, respectively.

Accounts Receivable

Accounts receivable consists of search fees that are billed on a contractually agreed upon basis. AALI and AS, Inc. employ the direct charge-off method for uncollectible accounts. Amounts over 90 days old are assessed for collectability and written off if determined uncollectible. Accordingly, no provision for doubtful accounts has been made in the accompanying consolidated statement of financial position. Management believes that all receivables are fully collectible.

Investments

Investments are recorded at estimated fair value based on quoted prices provided by the investment custodian. Investment income or loss is included in the consolidated statement of activities as increases or decreases in net assets.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
Notes to Consolidated Financial Statements
June 30, 2016 and 2015

2. Summary of Significant Accounting Policies (continued)

Property and Equipment

Property and equipment with an original acquisition cost of \$500 or more are recorded at cost, less accumulated depreciation. Depreciation is calculated by the straight-line method over three to seven year estimated useful lives. Leasehold improvements are amortized over the shorter of the office lease period or the expected life. Upon disposal of depreciable assets, the cost and related accumulated depreciation are eliminated from the accounts, and the resulting gain or loss on disposal is recorded. Maintenance and repairs are expensed in the year incurred.

Net Assets

AALI's net assets are classified into groups based on the existence or absence of donor imposed restrictions. As of June 30, 2016 and 2015, there are no donor imposed restrictions and, accordingly, all net assets are classified as unrestricted and are available for use in the general operations of AALI.

Revenue

Revenue is comprised of search fees, reimbursable expenses, and investment income and is recorded as unrestricted revenue. AS, Inc. receives revenue from contractually agreed upon fees and the reimbursement of out-of-pocket expenses from the colleges and universities.

Deferred Revenue

Income from search fees is deferred and recognized over the periods to which it relates.

Advertising Expense

Advertising expense consists of ads placed in publications and is expensed as incurred.

Functional Allocation of Expenses

AALI has allocated its indirect expenses to the program and supporting services benefited on the basis of salaries. For the fiscal years ended June 30, 2016 and 2015, AALI had \$575,328 and \$507,280 of expenses, respectively, and classified \$472,497 and \$430,799 as program expenses and \$102,831 and \$76,481 as general and administrative, respectively.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Notes to Consolidated Financial Statements
 June 30, 2016 and 2015

3. Investments

Investments consisted of the following at June 30:

	2016		2015	
	Cost	Market	Cost	Market
Money Market Funds	\$ 143,587	\$ 143,587	\$ 47,043	\$ 47,043
Mutual Funds – Equities	928,836	932,368	753,885	811,902
Mutual Funds – Fixed Income	1,037,968	1,014,342	954,682	928,955
Mutual Funds – Mixed Assets	194,881	176,715	166,912	156,450
Mutual Funds -Other	<u>673,112</u>	<u>683,618</u>	<u>612,230</u>	<u>616,582</u>
Total	<u>\$ 2,978,384</u>	<u>\$ 2,950,630</u>	<u>\$ 2,534,752</u>	<u>\$ 2,560,932</u>

Investment income consisted of the following for the years ended June 30:

	2016	2015
Interest and dividends	\$ 89,427	\$ 55,198
Realized gains/(losses) on investments	(14,500)	63,155
Unrealized losses on investments	<u>(54,532)</u>	<u>(77,826)</u>
Total	<u>\$ 20,395</u>	<u>\$ 40,527</u>

AALI invests in various investment securities. Investment securities are exposed to risks such as interest rates, market, and credit risks. Recent market conditions have resulted in an unusually high degree of volatility and increased the risks of certain investments held by AALI which could impact the value of investments after the date of these financial statements.

AALI has implemented Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 820, Fair Value Measurements and Disclosures. Implementation did not affect AALI's change in net assets or statement of financial position and had no effect on AALI's existing fair-value measurement practices. However, ASC 820 requires disclosure of a fair-value hierarchy of inputs AALI uses to value an asset or liability. The three levels of the fair-value hierarchy are described as follows:

Level 1: Quoted prices in active markets for identical assets and liabilities;

Level 2: Inputs other than Level 1 inputs that are directly or indirectly observable in the marketplace;

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Notes to Consolidated Financial Statements
 June 30, 2016 and 2015

3. Investments (continued)

Level 3: Unobservable inputs which reflect the reporting entity's assessment of the assumptions that market participants would use in pricing the asset or liability including assumptions about risk such as bid/ask spreads and liquidity discounts.

Investments, recorded at fair value, consist of the following at June 30:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
2015				
Money Market Funds	\$ 143,587	\$ --	\$ --	\$ 143,587
Mutual Funds - Equities	932,368	--	--	932,368
Mutual Funds - Fixed Income	1,014,342	--	--	1,014,342
Mutual Funds - Mixed Assets	176,715	--	--	176,715
Mutual Funds - Other	<u>683,618</u>	<u>--</u>	<u>--</u>	<u>683,618</u>
Totals	<u>\$ 2,950,630</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 2,950,630</u>

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
2015				
Money Market Funds	\$ 47,043	\$ --	\$ --	\$ 47,043
Mutual Funds - Equities	811,902	--	--	811,902
Mutual Funds - Fixed Income	928,955	--	--	928,955
Mutual Funds - Mixed Assets	156,450	--	--	156,450
Mutual Funds - Other	<u>616,582</u>	<u>--</u>	<u>--</u>	<u>616,582</u>
Totals	<u>\$ 2,560,932</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 2,560,932</u>

4. Investment in Affiliate

AALI records its investment in AS, Inc. on the cash basis, the balance of which is \$81,790 at June 30, 2016 and 2015. The investment is recorded by AS, Inc. as common stock and paid-in capital. For consolidation purposes, the investment in affiliate, common stock and paid-in capital between both entities are eliminated.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Notes to Consolidated Financial Statements
 June 30, 2016 and 2015

5. Annuity Plan

AS, Inc. and AALI have a defined contribution annuity plan for all eligible employees. The Organizations contribute 12% of each employee's salary to the annuity. Accordingly, staff members may contribute to a supplemental retirement annuity within Internal Revenue Service limits. Plan expenses for the years ended June 30, 2016 and 2015 were \$159,372 and \$158,170, respectively.

6. Commitments

The Organization leases office space and equipment. In 2015, the Organization signed a lease for office space in Washington, DC, through July 31, 2026. Approximate future minimum lease payments under the current leases are as follows:

<u>Year Ending June 30:</u>	<u>Office</u>	<u>Equipment</u>
2017	115,013	2,373
2018	117,889	--
2019	120,836	--
2020	123,857	--
2021	<u>126,953</u>	<u>--</u>
Thereafter	<u>671,748</u>	<u>--</u>
Total	<u>\$ 1,276,297</u>	<u>\$ 2,373</u>

Rent expense for the years ended June 30, 2016 and 2015 was \$124,222 and \$179,523, respectively. Equipment rental expense for the years ended June 30, 2016 and 2015 was \$2,425 and \$1,964, respectively.

7. Program Activities Expense

AALI granted \$100,000 to each of its supported organizations in both 2016 and 2015.

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Notes to Consolidated Financial Statements
 June 30, 2016 and 2015

Income Taxes

AS, Inc. has recognized a deferred tax liability of \$2,097 and \$5,310 at June 30, 2016 and 2015, respectively. The deferred tax liability is determined based on timing differences between the recognition of depreciation expense for income tax purposes and those recognized under generally accepted accounting principles. The following is a summary of the provision for income taxes for AS, Inc.:

	<u>2016</u>	<u>2015</u>
Current	\$ 352,916	\$ 272,394
Deferred	<u>(3,213)</u>	<u>(2,752)</u>
AS, Inc. provision for income taxes	<u>\$ 349,703</u>	<u>\$ 269,642</u>

Subsequent Event

In preparing these financial statements, the Organization has evaluated events and transactions for potential recognition or disclosure through January 7, 2017, the date the financial statements were available to be issued. There were no additional events or transactions that were discovered during the evaluation that required further disclosure.

Contract No. 22-CC-011

SUPPLEMENTAL INFORMATION

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Consolidating Schedule of Financial Position
 June 30, 2016
 (With Consolidated Totals for June 30, 2015)

	American Academic Leadership Institute	Academic Search, Inc.	Eliminations	Consolidated Totals	
				2016	2015
ASSETS					
Cash and equivalents	\$ 264,520	\$ 837,926	\$ --	\$ 1,102,446	\$ 1,247,330
Accounts receivable	20,500	579,635	--	600,135	328,772
Prepaid expenses and deposits	-	35,963	--	35,963	94,828
Total current assets	<u>285,020</u>	<u>1,453,524</u>	<u>--</u>	<u>1,738,544</u>	<u>1,670,930</u>
Investments	2,950,630	--	--	2,950,630	2,560,932
Investment in affiliate	81,790	--	(81,790)	--	--
Total	<u>3,032,420</u>	<u>--</u>	<u>(81,790)</u>	<u>2,950,630</u>	<u>2,560,932</u>
Furniture & equipment	31,240	267,405	--	298,645	298,645
Leasehold improvements	--	-	--	-	101,108
Total property & equipment	31,240	267,405	--	298,645	399,753
Accumulated depreciation	(31,240)	(257,786)	--	(289,026)	(378,250)
Property & equipment, net	<u>-</u>	<u>9,619</u>	<u>--</u>	<u>9,619</u>	<u>21,503</u>
Total assets	<u>\$ 3,317,440</u>	<u>\$ 1,463,143</u>	<u>\$ (81,790)</u>	<u>\$ 4,698,793</u>	<u>\$ 4,253,365</u>
LIABILITIES, NET ASSETS AND STOCKHOLDER'S EQUITY					
Accounts payable and accrued expenses	\$ 104,908	\$ 204,922	\$ --	\$ 309,830	\$ 200,021
Deferred revenue	132,204	275,000	--	407,204	280,950
Other liabilities	--	62,013	--	62,013	10,695
Total current liabilities	<u>237,112</u>	<u>541,935</u>	<u>--</u>	<u>779,047</u>	<u>491,666</u>
Common stock, 100 shares	--	1	(1)	--	--
Additional paid-in capital	--	81,789	(81,789)	--	--
Net assets, unrestricted/Accumulated surplus	<u>3,080,328</u>	<u>839,418</u>	<u>--</u>	<u>3,919,746</u>	<u>3,761,699</u>
Total net assets and stockholder's equity	<u>3,080,328</u>	<u>921,208</u>	<u>(81,790)</u>	<u>3,919,746</u>	<u>3,761,699</u>
Total liabilities, net assets and stockholder's equity	<u>\$ 3,317,440</u>	<u>\$ 1,463,143</u>	<u>\$ (81,790)</u>	<u>\$ 4,698,793</u>	<u>\$ 4,253,365</u>

Refer to the Auditor's Report

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Consolidating Schedule of Activities
 For the Year Ended June 30, 2016
 (With Consolidated Totals for the Year Ended June 30, 2015)

	American Leadership Institute	Academic Search, Inc.	Eliminations	Consolidated Totals 2016	2015
REVENUE					
Client fees	\$ 108,751	\$ 4,616,500	\$ --	\$ 4,725,251	\$ 4,232,567
Client reimbursements	--	1,087,317	--	1,087,317	947,666
Dividends and interest	758,729	--	(669,302)	89,427	55,198
Other	2,037	10	--	2,047	3,111
Total operating revenue	<u>869,517</u>	<u>5,703,827</u>	<u>(669,302)</u>	<u>5,904,042</u>	<u>5,238,542</u>
OPERATING EXPENSES					
Consulting fees	--	1,456,949	--	1,456,949	1,206,569
Salaries	147,677	1,224,063	--	1,371,740	1,307,566
Reimbursement - client expenses	--	1,087,317	--	1,087,317	947,666
Research	--	120,873	--	120,873	93,717
Employee benefits	35,152	276,575	--	311,727	312,689
Program activities expense	200,000	--	--	200,000	200,000
Professional fees	28,772	49,504	--	78,276	82,867
Meetings expense	43,778	47,477	--	91,255	101,905
Rent	--	144,097	--	144,097	196,424
Advertising & promotions	--	128,655	--	128,655	101,745
Payroll taxes	10,667	79,713	--	90,380	93,687
Depreciation expense	1,512	10,372	--	11,884	13,271
Technology	6,908	71,895	--	78,803	89,786
Travel	36,710	20,952	--	57,662	61,491
Telephone	--	3,017	--	3,017	15,414
Dues & subscriptions	--	3,347	--	3,347	16,885
Insurance	7,811	16,914	--	24,725	31,367
Postage & delivery	75	12,744	--	12,819	10,947
Supplies	431	11,113	--	11,544	9,067
Equipment rental	--	2,425	--	2,425	1,964
Printing	8,392	8,256	--	16,648	10,921
Bank service charges	2,436	(241)	--	2,195	2,780
Interest expense	--	43	--	43	265
Repairs & maintenance	--	106	--	106	2,466
Miscellaneous	--	20,773	--	20,773	4,538
Total operating expenses	<u>530,321</u>	<u>4,796,939</u>	<u>--</u>	<u>5,327,260</u>	<u>4,915,997</u>
Change in net assets/accumulated surplus from operations	339,196	906,888	(669,302)	576,782	322,545
Other changes					
Provision for income taxes	--	(349,703)	--	(349,703)	(269,642)
Realized and unrealized gains/(losses) on investments	(69,032)	--	--	(69,032)	(14,671)
Change in net assets/accumulated surplus	270,164	557,185	(669,302)	158,047	38,232
Less: Dividend payments	--	669,302	(669,302)	--	--
Net Assets, Beginning of Year	<u>2,810,164</u>	<u>951,535</u>	<u>--</u>	<u>3,761,699</u>	<u>3,723,467</u>
Net Assets, End of Year	<u>\$ 3,080,328</u>	<u>\$ 839,418</u>	<u>\$ --</u>	<u>\$ 3,919,746</u>	<u>\$ 3,761,699</u>

Refer to the Auditor's Report

AMERICAN ACADEMIC LEADERSHIP INSTITUTE, INC. AND AFFILIATE
 Consolidating Schedule of Cash Flows
 For the Year Ended June 30, 2016
 (With Consolidated Totals for the Year Ended June 30, 2015)

	American Academic Leadership Institute	Academic Search, Inc.	Eliminations	Consolidated Totals 2016	2015
Cash flows from operating activities					
Change in net assets	\$ 270,164	\$ 557,185	\$ (669,302)	\$ 158,047	\$ 38,232
Adjustments to reconcile change in net assets to net cash (used in)/provided by operating activities					
Depreciation expense	1,512	10,372	--	11,984	13,272
Realized and unrealized losses on investments	69,032	--	--	69,032	14,671
Changes in assets and liabilities					
Accounts receivable	(435)	(262,799)	--	(263,234)	27,867
Prepaid expenses and deposits	2,090	56,775	--	58,865	24,181
Accounts payable and accrued expenses	96,118	5,562	--	101,680	(16,346)
Deferred revenue	73,254	53,000	--	126,254	66,683
Other liabilities	--	51,318	--	51,318	(100,840)
Net cash (used in)/provided by operating activities	<u>511,735</u>	<u>471,413</u>	<u>(669,302)</u>	<u>313,845</u>	<u>67,720</u>
Cash flows provided by/(used in) investing activities					
Purchase of marketable securities	(569,712)	--	--	(569,712)	(68,297)
Proceeds from the sale of marketable securities	110,982	--	--	110,982	213,256
Purchases of property and equipment	--	--	--	--	(2,273)
Net cash flows provided by/(used in) investing activities	<u>(458,730)</u>	<u>--</u>	<u>--</u>	<u>(458,730)</u>	<u>142,686</u>
Cash flows from financing activities					
Dividend payments	--	(669,302)	669,302	--	--
Change in cash and cash equivalents	53,005	(197,889)	--	(144,884)	210,406
Cash and equivalents, Beginning of Year	<u>211,515</u>	<u>1,035,815</u>	<u>--</u>	<u>1,247,330</u>	<u>1,036,924</u>
Cash and equivalents - End of Year	<u>\$ 264,520</u>	<u>\$ 837,926</u>	<u>--</u>	<u>\$ 1,102,446</u>	<u>\$ 1,247,330</u>

Refer to the Auditor's Report

ii. Indebtedness to county and/or College

Academic Search has no indebtedness to the County and/or College. We have no outstanding liens to any party.

iii. Liens and Litigation

We are not a party to any litigation.

2.a Proposed Services/Products

i. Scope of Work

Our standard search process is built upon years of experience, and is comprised of the following six steps, which we will tailor to the specific needs, goals, and processes of Suffolk County Community College.

1) Organization of the Search: A key determinant of a successful search is the thoughtful organization of the search process. Academic Search works side-by-side with the college to set specific goals and develop operating guidelines to help structure the overall process.

2) Analysis of Institutional Needs: Each search begins with a thorough analysis of the institution and the position requirements. During this analysis, the senior consultant spends extensive time researching the distinctive history, culture, strengths, and challenges of the institution and the academic or administrative unit. The senior consultant meets with key stakeholders, including—as applicable— trustees, president, provost, faculty, students, staff, alumni, and community leaders, listening carefully to their perspectives and needs. Once this information has been gathered during the pre-search campus visit, the senior consultant will work quickly to develop a draft position profile, advertisement, and advertising plan for the search, which will be used in recruiting a diverse and qualified pool of applicants. Once drafted, these documents will be shared for review with the Search Committee and hiring authority. The senior consultant will make any desired edits. The advertisement and profile are typically posted to Academic Search's website and with Committee-approved print and/or online publications within a couple of weeks of the pre-search visit.

3) Recruitment of Strong and Inclusive Candidate Pool: The third step is to build a candidate pool crafted for the specific search and preferred qualifications of the position. We cast a wide net to find the very best candidates locally, nationally, and globally, and activate extensive networks to identify a broad and diverse group of candidates with the desired attributes and experience. The senior consultant will engage in active recruitment of potential candidates through their personal networks and other outreach, by email, phone, and video or in-person meetings as needed. Applications are sent directly to Academic Search and kept on a secure website, to which only the Search Committee and the senior consultant have access.

4) Candidate Evaluation and Selection: The pace of the search escalates as the Committee begins to read and evaluate applications in order to identify semifinalist candidates. The senior consultant will also offer to conduct a credential review exercise with the Search Committee. The purpose of this review is to prepare the Committee to evaluate applications using the position criteria previously identified. At this time, the Committee will also be introduced to the secure website. The site is password-protected to ensure confidentiality and houses all candidate application materials. A full-time director of technology services is available to respond to questions and trouble-shoot any technology issues throughout the search.

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The senior consultant will return for the next meeting, at which the Search Committee will evaluate all applications, assessing the materials submitted by candidates in light of the desired capabilities outlined in the institutional profile. At this time, the senior consultant will also assist the Search Committee in narrowing down the applicant pool to those most qualified for first-round interviews, referred to as semifinalist interviews and often held at a confidential, neutral site off campus. Calls to on-list references may be made at this stage or later in the process.

5) Interviews and Vetting of Candidates (Part 1- Semifinalist Interviews): Once the semifinalists have been chosen, interviews are scheduled. Semifinalist interviews can be conducted in person or through videoconferencing, according to the wishes of the Search Committee. In the event the Committee selects a video interview, Academic Search will provide the campus with logistical support for video conferencing platforms. Academic Search staff schedules the interviews and the senior consultant is present to assist the Committee throughout the process.

Interviews and Vetting of Candidates (Part 2—Campus Visits): Following the first-round interviews and the selection of finalists by the Committee, the senior consultant conducts background checks, including off-list reference calls on the finalists as well as degree verifications. All local arrangements for campus visits by finalists would be made by Suffolk County Community College, with assistance from Academic Search.

6) Facilitation of the Appointment and Launch: Upon the selection of finalists, the senior consultant continues to facilitate the final recruitment, selection and appointment process, assisting the Search Committee as needed, helping to announce the appointment publicly, as well as assisting with transition activities for the designated appointee.

ii. **Two Way Communication**

In all of our searches, the senior consultant remains the point of contact for the search. The various stakeholders can reach out to the senior consultant at any time to discuss the search. There are at least four on campus meetings that the senior consultant attends and s/he is available via video conference, if needed. Many of our search chairs set up a weekly call with the senior consultant.

iii. **Specific/Special Qualifications**

Dr. Robinson Pippins and Dr. Israel have significant campus experience. They each understand the unique needs of a community college campus. They are well suited to be available and are a sustained resource for each search. Ms. Nolde has extensive search experience with community colleges and also is prepared to be available to the campus community as needed.

iv. **Approach**

The senior consultant will facilitate each step of the process as outlined above. The work is coordinated between the senior consultant and their assigned associate consultant. During the initial phases of the search, a time-line will be presented and approved by the

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committee. This will ensure that we meet the deadlines throughout the search. Any changes or deviations will be discussed thoroughly with the search chair and hiring authority.

v. Time-Line

Based on the process outlined above, we suggest the following dates, marked in red, which assumes the new Executive Campus Dean is to be appointed quickly. These dates can certainly be modified after consultation with the College and the Search Committee.

- 1) Organization of the Search: April 2017
- 2) Analysis of Institutional Needs: April 2017
- 3) Recruitment of Strong and Inclusive Candidate Pool: May 2017
- 4) Candidate Evaluation and Selection: Late-May 2017
- 5a) Interviews and Vetting of Candidates (Semifinalist Interviews): Early-June 2017
- 5b) Interviews and Vetting of Candidates (Campus Visits): Late June 2017
- 6) Facilitation of the Appointment: July 2017

For a typical search, the following timeline would be used:

- 1) Organization of the Search: Month 1
- 2) Analysis of Institutional Needs: Month 1
- 3) Recruitment of Strong and Inclusive Candidate Pool: Month 2
- 4) Candidate Evaluation and Selection: Early Month 4
- 5a) Interviews and Vetting of Candidates (Semifinalist Interviews): Mid-Month 4
- 5b) Interviews and Vetting of Candidates (Campus Visits): Early Month 5
- 6) Facilitation of the Appointment: Late Month 5

2.b. Anticipated Issues and Resolutions

Most of our searches are conducted without significant challenges or issues. A rushed time-line is one of the anticipated issues. We work as quickly and diligently as we can to make sure all of the mile markers are met. Open communication is key to this issue.

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Cost Proposal

We will not be requesting any changes to the model agreement.

The professional fee for each position shall be 30% of the first-year compensation for the position. Our minimum search fee is \$40,000. If more than one search is conducted at the same time and on the same timeline, the fee shall be 25% for the second search with a minimum search fee of \$35,000.

We do not charge an administrative fee.

The payments are contingent upon completion of each of the following milestones:

- 1/3 of the professional fee when the recruiting begins
- 1/3 of the professional fee when the semi-finalist candidates are identified
- 1/3 of the professional fee when the search has concluded.

Our fee covers all expenses other than discretionary costs for travel (both consultant and candidate), advertising, and background checks. The above costs are directly billed to the client. During the pre-search visit, the senior consultant will work with the Search Committee to review costs and cost-saving measures. The framework for travel and advertising expenses is reviewed and approved by the responsible Suffolk County Community College official. After finalist candidates are chosen, Academic Search will conduct degree verifications and use a third-party company for background checks, if requested.

Our team does not bill on an hourly rate or based on tasks. Our professional fee is the only fee we charge.

A detailed estimation of the reimbursable costs is listed below.

Estimated reimbursable search-related expenses:

Consultant Travel (1 consultants, assuming 3-4 visits to campus)	\$5,000.00
Advertising Estimates (includes online only)	\$2,000.00
Finalists' Background Checks (3 finalists)	<u>\$1,500.00</u>
Total Estimated Reimbursable Expenses	\$8,500.00

We do not typically include estimates for candidate travel. This expense can vary considerably, depending on how many candidates are invited to semifinalist and campus interviews, as well as the distance the candidates must travel. Historically, we have found that \$1,000 per semifinalist and \$2,000 per finalist candidate to be reasonable estimates when trying to determine the travel costs associated with interviews. Total travel costs for the entire search can be estimated to be between \$6,000 and \$16,000 for candidate travel.

The projected advertising budget includes only online advertisements. A significant and robust pool of candidates can be attracted using many online ad venues, as indicated in this proposal. In addition, much of our top candidate recruitment comes from our firm's own direct outreach, which is included in the professional fee. If a print ad for *The Chronicle of Higher Education* is desired, it can add \$3,000 - \$5,000. The senior consultants and Search Chair(s) will discuss whether additional print venues will be beneficial in this search.

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Our Guarantee

Academic Search guarantees our work and process. In the unlikely event that the hiring authority is not satisfied with the candidates recommended or the search is not concluded for other reasons, Academic Search will continue to be available to conduct either an extended search or a second search. The second search must be launched within twelve months of the contract. Moreover, in the very unusual event that an appointment resulting from our search is terminated for cause within twelve months or the appointee leaves within the first twelve months after first reporting to work, Academic Search agrees to conduct a second search without any additional professional fee, as long as the search commences within three months after the position is vacated. In each of the scenarios described above, the only additional charges will be related to discretionary expenses determined by the search committee related to candidate travel, consultant travel, advertising, and background checks and an administrative fee of \$10,000.00.

Non-Solicitation Pledge

Academic Search prides itself on the high standards we observe for executive search services. Thus, an important part of our approach to each search, during the process and thereafter, is our pledge to uphold and exceed the industry standard for non-solicitation.

To that end, we will not directly solicit any employee of any institution for which we are currently performing an active search. After the search concludes, we will extend that non-solicitation pledge for a period of one year. If a member of the campus community receives a direct solicitation from Academic Search during a non-solicitation period, it should be immediately reported to our vice president for administration and finance, and appropriate follow-up action will be taken. If a candidate or member of a campus community approaches us during a non-solicitation period through application or nomination, we are ethically bound to respond to them and treat them equally in the search process. In addition, the president or chancellor of a client institution may waive this non-solicitation pledge as to specific employees by communicating that waiver to the firm.

End of Text for Exhibit G

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